



Lowcountry Coordinated Transportation Expansion Plan

Final Report

December 20, 2012





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Overview

I. PLAN OVERVIEW

BACKGROUND

This plan is intended to assess potential coordination opportunities and provide the Mobility Manager and project advisory committee with a 'road map' for coordination and consolidation strategies that are appropriate for the service area.

The plan was initiated by the Community Transportation Association of America (CTAA) and funded by the U.S. Department of Agriculture/Rural Development through the Rural Business Enterprise Grant program. Organizations providing letters of support for this project include the Beaufort County Department of Social Services, the Colleton County Department of Social Services, Beaufort County Adult Education, the Lowcountry Workforce Investment Area, the Hampton County Economic Development Commission, the Town of Hilton Head, the Hilton Head Island-Bluffton Chamber of Commerce, and Bamberg Job Corps Center. Palmetto Breeze, the Lowcountry Council of Governments, and the Beaufort Regional Chamber of Commerce worked in close collaboration with CTAA to develop this action plan.

Several planning studies completed in recent years have suggested a framework for coordination or consolidation of public and human service agency transportation services. However, the scope of these studies did not provide sufficient detail to fully support implementation of coordination strategies. An important recommendation in the suggested framework for coordination was to have a local 'leader' or 'champion' to focus on identifying the unmet needs and gaps in transportation services, and establishing goals with local stakeholders to be achieved through a coordinated or consolidated transportation services. A new Mobility Manager was hired in 2010 to provide the necessary leadership. The Mobility Manager was tasked with involving all potential partner organizations, agencies, governments, businesses, and transportation providers. The Mobility Manager was also tasked with and exploring all potential coordination options that would improve mobility in Beaufort, Colleton, Hampton, and Jasper counties. The Mobility Manager continuously works toward facilitating coordinated transportation agreements among the human service agencies, Palmetto Breeze, private transportation systems, transportation for veterans, and non-profit organizations.

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II. METHODOLOGY

PLANNING PROCESS

The initial meeting for the project steering committee and advisory committee occurred on January 18, 2012 at the Lowcountry Council of Governments. The project steering committee was selected prior to the project kick-off and includes representation from the Lowcountry Council of Governments, Palmetto Breeze, and the Community Transportation Association of America (CTAA). The project advisory committee was also selected prior to January and includes representatives from 26 non-profit, public, and private organizations that operate in Beaufort, Colleton, Hampton, and Jasper Counties. The committees met monthly throughout the planning process to discuss the plan and next steps. Since January 2012, a total of five advisory committee meetings were facilitated at key intervals in the planning process. Each meeting provided opportunity for the committees to review and discuss the findings of the planning process. The project steering committee, consultant, and the Community Transportation Association of America (CTAA) also met in Charleston with the Veterans Administration. The project steering committee also reviewed three technical memoranda prior to receiving the final report.

This document includes all of the data previously presented in a series of three technical memoranda. It includes the comprehensive results of the project. Task descriptions are listed in the following table for reference. The original scope of work included review of the implementation of service enhancements from the recently awarded Veterans Transportation and Community Living Initiative Grant (VTCLI). However, the grant was not activated during the progress of this plan and the steering committee elected to move forward with all other aspects of the planning process.

Task Number	Task Description
1	Review of Existing Transportation Planning Documents
2	Initial Project Kick-off and Business Meeting and Development of Roles and Responsibilities
3	Document Characteristics and Levels of Existing Public and Agency Transportation Services, Support Systems, Funding Structures, and Major Trip Origins and Destinations
4	Identify Unmet Transportation Needs in the Project Area with an Employer Survey and Peer Analysis
5	Prepare a Detailed Plan for Coordination/Consolidation of Transportation Services including Identification of Roles and Responsibilities, Policies, Procedures, Strategies, and Implementation Plan
6	Final Report and Presentation

Inventory

III. INVENTORY OF SERVICES

The Mobility Manager and the RLS team conducted in-depth interviews with organizations that provide transportation and/or have an agreement with another agency/transportation provider operating in the lower portion of the Palmetto Breeze service area. The intent of the interview process was to document existing characteristics and levels of transportation services for each organization.

Through the interview process, the study team collected a variety of data including the following:

- ◆ An inventory of the vehicle fleet for passenger transportation.
- ◆ Levels of transportation service currently provided.
- ◆ Passenger transportation vehicle utilization.
- ◆ Transportation expenses and revenues.
- ◆ Transportation support services such as administration and accounting.
- ◆ Procedures for scheduling/dispatching trips and scheduling drivers.
- ◆ Organizational structure of the transportation service.
- ◆ Major trip origins and destinations.

The following table provides a summary of the information collected from each agency or organization. Detailed descriptions are provided to supplement the tabular summary on the subsequent pages. The Appendix provides a detailed breakdown of the summarized information about the transportation services operated by each of the organizations and agencies. Areas of focus during the inventory process which are summarized in the Appendix include the following:

- ◆ Organizational hierarchy;
- ◆ Transportation funding sources;
- ◆ Transportation productivity (vehicle miles, vehicle hours, passenger trips);
- ◆ Transportation expenses by line item (where data was made available);
- ◆ Administration and management;
- ◆ Operating structure;
- ◆ Existing agreements/contracts for transportation; and
- ◆ Service, safety, and training policies.

As noted in the summary table, the annual budget for each of the transportation providers is significantly different from one organization to the next. The variation in transportation expenses is generally due to one or both of the following factors:

- ◆ Mode of service provided by the organization. For example, routes that operate on the same schedule each day are less expensive to manage and schedule than routes that change from day to day.
- ◆ Most agencies do not manage the transportation program as a separate line item in the budget. Therefore, actual costs for transportation are bundled into other program budgets and must be estimated. Agency administrators tend to estimate lower than actual cost.

Table 1: Summary of Transportation Providers

Program/Agency/System Name	Eligibility	Existing Routes/Service Area/Service Days/Fares	Lead Agency/Funding Sources	Scheduling Procedures & Policies	Transportation Staffing Levels	Ridership	Estimated Annual Transportation Budget
Beaufort County Disabilities and Special Needs	Registered clients with developmental disabilities traveling to programs and related activities	<p><u>Service Area:</u> Beaufort County (The Center is in Beaufort)</p> <p>Door-to-Door</p> <p><u>Service Days:</u> Monday-Friday: Day Program, Early Intervention, and Community Training Homes</p> <p>Saturday & Sunday: only trips for work crew at Air Station, Goodwill, and local stores (see Vehicle Utilization Table). Driver waits with clients. Fare free</p>	<p>ABLE is the associated non-profit foundation.</p> <p>¼ of total budget is derived from Beaufort County appropriations</p> <p>¾ of total budget is derived from Medicaid</p> <p>SC DDSN bills Medicaid for eligible trips</p>	<p>The agency directly operates agency fixed route subscription and work trip service.</p> <p>Drivers carry cell phones.</p> <p>Advance reservations are not required. However, notice for trip cancellations are requested in advance, if possible.</p>	Agency staff drive agency-owned vehicles	<p>600 clients are served by the agency.</p> <p>Transportation is provided for 114 clients in the day program (8:00 AM to 2:30 PM) - 47 of them are transported on a daily basis; 30 clients work in community; 30 clients in Adult Respite Program (3 days/wk). Staff also use agency vehicles for home visits to 120 children in Early Intervention.</p>	<p>Labor: \$165,405 Maint: \$17,582 Fuel: \$26,959 Ins: \$11,935 <u>Facilities: \$18,800</u> Subtl: \$240,682</p>

Program/Agency/System Name	Eligibility	Existing Routes/Service Area/Service Days/Fares	Lead Agency/Funding Sources	Scheduling Procedures & Policies	Transportation Staffing Levels	Ridership	Estimated Annual Transportation Budget
Colleton County Disabilities and Special Needs	Registered clients with developmental disabilities and their family members to the day program and community jobs	<p><u>Service Area:</u> Colleton County</p> <p><u>Service Hours:</u> 7:00 AM to 8:45 AM and 2:00 PM to 4:00 PM</p> <p>Community job transportation is also provided during the mid-day.</p> <p><u>Service Days:</u> Monday-Friday</p>	<p>Contracted agency through SC DDSN.</p> <p>Created by County Ordinance. County Council appoints Board Members.</p> <p>Sister foundation is a 501(c)(3).</p> <p>FTA Section 5310 award for vehicles.</p>	<p>Seven routes are operated on a daily basis for the Day Program.</p> <p>Drivers provide curb-to-curb service.</p>	<p>6 FT drivers 2 PT drivers</p> <p>Operations Mgr. (25%) Accounting (10%) Exec. Dir. (7%)</p>	<p>Routes serve 83 clients in the Day Program</p> <p>About half of clients live independently at home. Others live in residential facilities</p> <p>4 to 5 passengers per van per trip</p> <p>Estimated Annual Ridership for Day Program: 17,500</p>	<p>Labor: \$185,703</p> <p>No additional financial information was provided. It was not possible to calculate the cost per hour, mile, or passenger trip for this agency based on the available information.</p>

Program/Agency/System Name	Eligibility	Existing Routes/Service Area/Service Days/Fares	Lead Agency/Funding Sources	Scheduling Procedures & Policies	Transportation Staffing Levels	Ridership	Estimated Annual Transportation Budget
Jasper County Disabilities and Special Needs	Individuals with developmental disabilities in Jasper County	<p>DSN operates transportation for the Day Program. Also, two routes to/from the Ridgeland Center are operated by Palmetto Breeze.</p> <p><u>Route 852:</u> Hardeeville to Ridgeland – Serves Hardeeville Senior Center and Ridgeland DSN Center.</p> <p><u>Route 850:</u> Ridgeland area and points South to Ridgeland Center</p> <p>Jasper Co. DSN operates trips to/from the center and jobs within the community.</p> <p>DSN transports a few seniors to the Robertsville Sr. Ctr. for lunch.</p>	<p>Contracted agency through SC DDSN.</p> <p>The Resource Foundation is the associated 501(c)(3).</p> <p>FTA Section 5310 grant (80/20) for purchase of service.</p>	<p>7:00 AM to 8:30 AM to Center</p> <p>2:00 PM to 3:30 PM from Center to home</p> <p>9:15 AM to 1:15 PM trip to Robertsville Senior Center Mon., Wed., Thur.</p> <p>Maximum allowable ride-time is 90 minutes.</p> <p>Consumers cannot be left alone at destination or on vehicle.</p>	1 FT driver	Route 852 (LRTA) provides 12 one-way trips per day for DSN consumers and Route 850 (LRTA) provides 18 one-way trips per day for DSN consumers.	<p>Total annual operating expense for directly operated service: \$67,391</p> <p>(Total does not include the routes operated by Palmetto Breeze because analysis for this plan pertains to new opportunities for coordination.)</p>

Program/Agency/System Name	Eligibility	Existing Routes/Service Area/Service Days/Fares	Lead Agency/Funding Sources	Scheduling Procedures & Policies	Transportation Staffing Levels	Ridership	Estimated Annual Transportation Budget
Hampton County Disabilities and Special Needs	Registered consumers of the program.	Routes run from 7:00 to 9:00 AM and from 2:30 to 3:00 and 4:30 to 5:00 PM, weekdays.	SC DDSN, Hampton County Appropriation, and Contributions from private donors.	Trips can be provided for recreational activities, shopping, medical appointments, and day program.	Information not provided	Information not provided	Information not provided
Coastal Empire Community Mental Health	Registered consumers of the SC Department of Mental Health Medicaid trips are not provided directly by DMH	<u>Service Area:</u> Beaufort, Allendale, Colleton, Hampton, and Jasper Counties <u>Routes:</u> <u>AM:</u> Home – Recovery Center – DMH (Beaufort Clinic) <u>PM:</u> Recovery Ctr – DMH (Beaufort Clinic) - Home <u>M, W, F:</u> 7:30 AM to 12:00 PM 1:00 PM to 3:30 PM <u>T, R:</u> 8:30 AM to 12:00 PM	South Carolina Department of Mental Health is the lead agency. Coastal is one of the State’s mental health centers. About 55% of the State’s budget is from Medicaid.	Service is based on the clinicians’ appointment schedules. “Shopping Day” trips are scheduled around the 5 th and 10 th day each month for Beaufort Clinic clients.	One driver works 7.5 hours/day, weekdays. Also, one coordinator (at the Recovery Center) spends three hours/week to coordinate Medicaid trips with providers. The coordinator is separate from the driver.	Average of 3,428 one-way passenger trips per year.	Total Budget: \$42,955 (non-Medicaid)

Program/Agency/System Name	Eligibility	Existing Routes/Service Area/Service Days/Fares	Lead Agency/Funding Sources	Scheduling Procedures & Policies	Transportation Staffing Levels	Ridership	Estimated Annual Transportation Budget
Beaufort County Council on Aging	Age 60 and older	<p><u>Service Area:</u> Beaufort, Lady's Island, Bluffton, Port Royal, Sheldon, Burton, St. Helena Island, Hilton Head Island, Lobeco areas are served. Passengers come to the Senior Center locations.</p> <p>Medical transportation is not typically provided.</p> <p><u>Hours of Operation:</u> M-F: 8:00 AM to 10:00 AM and 1:00 PM to 3:00 PM</p> <p><u>Fare:</u> \$0.50 suggested donation per round-trip</p>	<p>Private non-profit</p> <p><u>Revenue Sources:</u></p> <ul style="list-style-type: none"> ○ Title III-B (for Beaufort & St. Helena routes) ○ Passenger Donations ○ Contributions ○ County Govt. Appropriations (small amount) ○ FTA Section 5310 for Purchase of Service with PB for Bluffton and Hilton Head routes. 	<p>Most trips are standing order – consumer calls if not riding.</p> <p>Drivers operate subscription routes.</p> <p>Local shopping trips offered once per month.</p> <p>Bluffton Senior Center routes go to the Food Bank in Bluffton every Tuesday</p>	<p>2 PT drivers 3 PT Site Managers (one at each location: Burton Wells, St. Helena, and Bluffton Centers) 1 PT Bookkeeper</p> <p>Volunteer drivers deliver meals with personal vehicles.</p>	<p>Approx: 19,890 one-way passenger trips per year.</p> <p>Burton Wells Senior Center serves 70 enrollees. Approx. 12 to 15 ride the van to the center.</p> <p>St. Helena Senior Center serves 35 clients who ride the van to the center. - Two round trips in the AM and PM are operated to serve St. Helena because the vehicle is too full to transport everyone in one trip.</p>	<p>Total Budget: \$101,750</p> <p>Salaries = \$48,000 Fuel, Oil = 19,200 Fixed Costs = \$22,950 (LRTA Contract Expenses Not Included)</p>

Program/Agency/System Name	Eligibility	Existing Routes/Service Area/Service Days/Fares	Lead Agency/Funding Sources	Scheduling Procedures & Policies	Transportation Staffing Levels	Ridership	Estimated Annual Transportation Budget
Jasper County Council on Aging	Age 60 and older	<p><u>Service Area:</u> Jasper County</p> <p><u>Three Routes Operated by COA:</u></p> <ul style="list-style-type: none"> o 2 routes for Ridgeland Senior Center o 1 route for Robertville Senior Center <p><u>One Route Operated by PB for Jasper COA:</u></p> <ul style="list-style-type: none"> o Hardeeville Senior Center <p><u>Hours of Operation:</u></p> <ul style="list-style-type: none"> o M-F: 8AM to 10AM & 1PM to 3PM o M-F 10:30AM to 12PM is Meal Delivery <p>\$0.25 Suggested Donation for 60 + -or- General Public passengers pay the LRTA fare</p>	<p>Private non-profit</p> <p><u>Revenue Sources:</u></p> <ul style="list-style-type: none"> o Title III-B of the Older Americans Act o Passenger Donations o FTA Section 5310 for Purchase of Service with Palmetto Breeze 	<p>Most trips are to & from the Senior Centers for nutrition and events/social. Some shopping and medical trips are provided, if time is available in the schedule.</p> <p>Ridgeland route stops at food banks every other Tuesday and every Thursday (about 23 passengers).</p> <p>Hardeeville route stops at food bank on Wednesdays.</p> <p>Once per week shopping trip all round Ridgeland area.</p> <p>Door-to-Door service is provided.</p>	<p>3 FT Drivers</p> <p>4 Senior Center staff help out with driving, as needed.</p> <p>Volunteers deliver meals with Jasper COA vehicles.</p>	<p>Approx. Total Ridership: 21,063</p> <p>Ridgeland Route1: 14 passengers/trip</p> <p>Ridgeland Route2: 14 passengers/trip</p> <p>Robertville Route: 11 passengers/trip</p> <p>Food Bank Trip: 23 passengers/trip</p> <p>Hardeeville Route (operated by PB): 13 passengers/trip</p>	<p>Total Annual Operating Budget for Transportation: (Approx.) \$147,085</p> <p>Budget does not include contract with Palmetto Breeze = \$3,434 per month (or approx. \$41,208 per year)</p> <p>(Total does not include the route operated by Palmetto Breeze because analysis for this plan pertains to new opportunities for coordination.)</p>

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Hampton County Council on Aging	Age 60 and older and individuals with disabilities	<p><u>Service Area:</u> Hampton County</p> <p><u>Routes:</u></p> <ul style="list-style-type: none"> ○ Estill Center ○ Yemassee Center ○ LRTA provides route to/from the Hampton Center <p><u>Hours of Operation:</u> M-F: 8:30 to 10:00AM & 1:00PM to 3:00PM</p> <p>\$1.00 Suggested Donation</p>	<p>Hampton County is the lead entity. The senior center does not have 501(c)(3) status.</p> <p><u>Revenue Sources:</u></p> <ul style="list-style-type: none"> ○ County government appropriations ○ Title III-B ○ Contributions, & Donations ○ FTA Section 5310 for Purchase of Service with PB 	<p>Subscription service is provided.</p> <p>Notify 1 day in advance if not traveling to a senior center.</p> <p>Call 2 to 3 days in advance for a medical appointment.</p>	<p>1 PT driver for Estill Center and meal delivery.</p> <p>1 PT driver for Yemassee Center and meal delivery.</p> <p>1 PT driver for Hampton meal delivery.</p>	<p>Approximately 96 one-way trips per week, or 4,896 per year to Estill and Yemassee Centers.</p>	<p>Total Budget: \$74,280.38</p> <p>Labor: \$53,845.75 <i>(includes routes and meal delivery)</i></p> <p>Fuel: \$12,569.52 <i>(routes only. Meal delivery expenses were not available)</i></p> <p>Ins.: \$3,248.98</p> <p>Maint.: \$3,716.13</p> <p>Fixed: \$900.00</p>
Beaufort, Jasper, Hampton Comprehensive Health Services, Inc. (BJHCHS)	<p>Individuals with an appointment at a clinic.</p> <p>Migrant Rural Health eligible consumers.</p>	<p><u>Service Days:</u> Mon. – Thurs.</p> <p><u>Routes:</u></p> <p>M: Sheldon area and Beaufort to Sheldon</p> <p>T: Bluffton area to Chelsea</p> <p>W: Hampton area</p> <p>T: Hardeeville area</p> <p><u>Fare:</u> \$5.00 round trip</p>	<p>BJHCHS is a private non-profit medical center. Funding is derived from the Migrant Rural Health and Rural Health Outreach grants and the U.S. Department of Health and Human Services.</p>	<p>Schedule is built each day based on the medical appointment book. Staff call one day before the trip to confirm the appointment and the transportation need.</p>	<p>6 Drivers: 2 Drivers provide passenger transportation and 4 drivers provide courier services</p>	<p>Approximately 8,610 one-way passenger trips per year.</p>	<p>Annual Expenses: \$57,251.20 for passenger transportation</p>

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Ralph H. Johnson VA Medical Center	Veteran and accompanying escort. Veterans must have an appointment at the clinic at VA Medical Center	<p><u>Service Area:</u> Charleston, Dorchester, Berkeley, Horry, Beaufort, Colleton, Jasper, and Hampton Counties.</p> <p>Transportation also provided to Hinesville and Savannah, Georgia.</p> <p><u>Fare:</u> free</p>	U.S. Department of Veterans Affairs	<p>4 Point-to-point fixed routes with no deviations.</p> <p>M,W, F: to/from Charleston</p> <p>T,R: to/from Savannah and Hinesville, Georgia</p> <p>Route Origins: Savannah VA Clinic Sun City Hampton Walterboro</p>	Administrative time and volunteer drivers	<p>9,684 one-way trips were provided for 1,210 individuals. Approximately 6 trips were for passengers using a wheelchair.</p> <p>3,640 trips were purchased from third party providers</p>	<p>Total Operating Budget for Directly Operated Services: \$40,167</p> <p>Capital Expenses for Beaufort only: \$44,000</p> <p>Purchased trips from other operators: \$1,616,000 (\$444 per trip)</p>

Program/Agency/System Name	Eligibility	Existing Routes/Service Area/Service Days/ Fares	Lead Agency/Funding Sources	Scheduling Procedures & Policies	Transportation Staffing Levels	Ridership	Estimated Annual Transportation Budget
Jasper County Veterans Affairs	Veteran and accompanying escort with an appointment	<u>Service Days:</u> Monday through Friday <u>Route:</u> 7AM: Savannah VA Outpatient Clinic 7:30AM: Savannah Greyhound Station 7:45AM: I-95/Exit 5 – Hardeeville 7:55AM: I-95/Exit 8 – BP Station Hilton Head 8AM: I-95/Exit 21 – BP Station Ridgeland 8:15AM: I-95/Exit 33 – Beaufort <u>Fare:</u> free	U.S Department of Veterans Affairs Jasper County office. Recipient of a Veterans Health Services grant	Fixed Route provided with the van from Savannah’s outreach clinic. Vehicle stops at gas stations in Jasper County before going to Charleston. Call Veteran Affairs coordinator to schedule a ride.	Volunteer drivers that are not reimbursed for their time.	Information Not Available	Information Not Provided

Program/Agency/System Name	Eligibility	Existing Routes/Service Area/Service Days/Fares	Lead Agency/Funding Sources	Scheduling Procedures & Policies	Transportation Staffing Levels	Ridership	Estimated Annual Transportation Budget
Hampton County Veterans Affairs	Veterans with a scheduled appointment and an approved escort	On Mondays, Wednesdays and Fridays the van goes to Ralph H. Johnson VAMC, Goose Creek Primary Care Clinic, and Trident Primary Care Clinic in North Charleston Tuesdays and Thursdays: Any other VA medical facilities in the area. <u>Fare:</u> free	DAV donated the vehicle with local match provided. Ralph H. Johnson funds the vehicle operation after that	A volunteer works in the office with administration and does the transportation scheduling	Three volunteer drivers that are not reimbursed for their time	Information not provided	Information not provided
Beaufort Office of Veterans Affairs	Veterans with a scheduled appointment and an approved escort	Does not stop at Beaufort VA because trying to save the van for the greater need which is getting to Charleston Ralph H. Johnson VAMC Goes to Ralph H. Johnson VAMC on Tuesdays and Thursdays <u>Fare:</u> free	DAV donated the vehicle with local match provided. Ralph H. Johnson funds the vehicle operation after that	Information not provided	Information not provided	Information not provided	Information not provided

Program/Agency/System Name	Eligibility	Existing Routes/Service Area/Service Days/Fares	Lead Agency/Funding Sources	Scheduling Procedures & Policies	Transportation Staffing Levels	Ridership	Estimated Annual Transportation Budget
Colleton County Veterans Affairs Office	Veterans with a scheduled appointment and an approved escort	Transports veterans to Charleston on Mondays, Wednesdays, and Fridays. <u>Fare:</u> free	DAV donated the vehicle with local match provided. Ralph H. Johnson funds the vehicle operation after that	Information not provided	Information not provided	Information not provided	Information not provided
Lowcountry Good Samaritan Transport, LLC	General public	Primarily serving the Bluffton and Hilton Head areas. <u>Service Days and Hours:</u> 365 days per year/24 hours per day <u>Fare:</u> \$50.00 lift fee one-way or \$70.00 round trip plus \$2.00 per mile (Negotiable fare for regular riders)	Private for-profit	Demand Response. Call the office of the Owner/Operator to schedule a trip. Caregiver rides free Driver will wait with the passenger	Owner/Operator is also the driver. Part-time office manager/accountant is also co-owner	200 one-way trips (during initial year of operation-2011)	Information not provided

Program/Agency/System Name	Eligibility	Existing Routes/Service Area/Service Days/Fares	Lead Agency/Funding Sources	Scheduling Procedures & Policies	Transportation Staffing Levels	Ridership	Estimated Annual Transportation Budget
DAV & Elderly Assistants for Life	Veterans, Older Adults, Individuals with Special Needs	<u>Service Area:</u> Beaufort, Jasper, Hampton, Colleton counties. Primarily in Beaufort and Colleton Counties Also Charleston <u>Service Days:</u> Mon.-Fri. and Sat, (for Dialysis) <u>Service Hours:</u> M-F: 9AM to 5PM Sat.: 5AM as needed <u>Fares:</u> Ralph H. Johnson: \$150.00 Medical Univ. Hosp: \$150.00 DaVita Dialysis: \$250.00 Beaufort Naval Hosp: \$100.00 Primary Care: \$100 (local) \$150 (long distance) Personal Care Svcs: Hourly Rate	Private non-profit with funding from grants, in-kind donations, and passenger fares	Customers call three days in advance for a reservation	1 volunteer driver and 1 FT driver (Executive Director)	70 one-way trips between May 2009 and January 2012	Total Budget: Approx. \$3,800 Avg. cost per passenger trip: \$54.29

Program/Agency/System Name	Eligibility	Existing Routes/Service Area/Service Days/Fares	Lead Agency/Funding Sources	Scheduling Procedures & Policies	Transportation Staffing Levels	Ridership	Estimated Annual Transportation Budget
Hilton Head Limo Company, Inc./Yellow Cab	General public and Workers Compensation eligible	<u>Service Area:</u> Beaufort, Jasper, Hampton, Colleton counties. Out of area trips are provided to Charleston and Savannah, including the Savannah Airport <u>Service Days/Hours:</u> 24 hours/365 days <u>Fare:</u> Zone based or contracts	Private, for-profit	Customers may call on the same day of the trip. Schedulers use scheduling/dispatching software	Up to 50 drivers during Summer months (30 year-round drivers) 1 FT Mechanic 1 FT Mechanic assistant 1 CEO Dispatchers	Approximately 80,000	Information not provided
Alon Jay	Medicaid Non-Emergency Medical and General Public	Demand response <u>Private Pay Fare:</u> \$1.85 per mile Frequent destinations include: Charleston, Columbia, Aiken, Hilton Head Island, Beaufort, Walterboro, and Bamberg, SC and Augusta and Savannah, GA	Private, for profit with revenue from passenger fares, Medicaid contract and Workman's Compensation contract	Medicaid contract trips are scheduled through Logisticare Workman's comp. contract trips are scheduled through a broker in Jacksonville, FL	28 FT Drivers	Information not provided	Information not provided

Program/Agency/System Name	Eligibility	Existing Routes/Service Area/Service Days/Fares	Lead Agency/Funding Sources	Scheduling Procedures & Policies	Transportation Staffing Levels	Ridership	Estimated Annual Transportation Budget
OWL Transportation	General Public and Medicaid eligible	<u>Service Area:</u> Bluffton to Ridgeland to Walterboro. Out of area to Charleston. <u>Service Days/Hours:</u> Monday through Sunday: 3AM to 6 PM <u>Fare:</u> Medicaid or Private Pay <u>Ambulatory:</u> \$15.00 first 5 miles \$1.81 each addl. mile <u>Wheelchair:</u> \$20.00 first 5 miles \$1.81 each addl. mile	Private, for-profit with contracts for Medicaid, Workman's Compensation Insurance	Medicaid broker provides three days advance reservation	4 FT Office Personnel 22 FT Drivers 2 FT Maintenance	Approximately 52,000 one-way trips	Total Operating Expenses: Approximately \$1.2M Avg. cost per passenger trip: \$23.08
Lowcountry Community Action Agency	Participants in the Homeless Shelter, Youth Activities, and Head Start programs	Main office is in Walterboro. Satellite office in Hampton County. 8:00 AM to 5:00 PM Fare Free	Funded through various program specific grants	Based on consumer need Case managers use vehicles for home visits and to take clients to medical and other appointments	Case managers are drivers	Information not provided	Information not provided

Program/Agency/System Name	Eligibility	Existing Routes/Service Area/Service Days/Fares	Lead Agency/Funding Sources	Scheduling Procedures & Policies	Transportation Staffing Levels	Ridership	Estimated Annual Transportation Budget
Lowcountry Medical Transport	General public – primarily Medicaid medical trips	<u>Service Area:</u> Primarily Hampton County	Private, for-profit	Non-Medicaid scheduling is done with pen and paper. Customers call in advance, if possible. Logisticare schedules Medicaid trips	10 FT Drivers (most are EMT certified)	Information not provided	Total Operating Expenses: Approximately \$1M (approx. 80% for labor)
Durham School Employee Transport	School Bus Drivers	<u>Service Days:</u> Monday - Friday 5:00 to 5:30 AM 9:00 to 9:30 AM 12:30 to 1:00 PM 5:30 to 6:00 PM 2 Routes: 1 to Bluffton Schs 1 to Hilton Head Schs	Beaufort County School District	Transport employees to/from Bluffton Schools and Hilton Head Schools and Beaufort County School District parking lot	2 drivers	Information not provided	Information not provided

Program/Agency/System Name	Eligibility	Existing Routes/Service Area/Service Days/Fares	Lead Agency/Funding Sources	Scheduling Procedures & Policies	Transportation Staffing Levels	Ridership	Estimated Annual Transportation Budget
Palmetto Breeze	General Public	<u>Service Area:</u> Allendale, Beaufort, Colleton, Hampton, and Jasper Counties Demand Response and route services provided (Refer to Appendix) <u>Fares:</u> (Refer to Appendix)	LRTA Funding: FTA Section 5311 FTA Section 5316 (capital and operating) FTA Section 5317 (capital) Passenger fares Purchase of Service Contracts	Routes operate on a fixed schedule and advance reservations are not required. Demand response service requires at least a 1-day advance reservation.	33 PT and FT employees	Approximately 151,056	Total Budget (2010): \$2,783,654 Operations: \$1,793,129 Maintenance: \$256,625 Administration: \$381,941 Depreciation: \$351,959

KEY DESTINATIONS

Key common destinations, such as major employers for the hospitality industry, veterans' services locations, military installations, senior centers, and medical facilities are depicted on the following maps to illustrate for the transportation planners the locations that are most likely to be served, or requested, by transportation customers. Because of the significant geographic size of the project planning area and the need to provide a certain level of clarity, the planning area is divided into five regional maps. The maps are distributed as follows:

Exhibit 1: Beaufort Area

Exhibit 2: Hardeeville Area

Exhibit 3: Hilton Head/Bluffton Area

Exhibit 4: Hampton/Varnville Area

Exhibit 5: Walterboro Area

Each key destination is labeled with a numeric point identifier. The list of identifiers that correspond to each point on the map is provided in Table 2.

Table 2: Point Identifiers

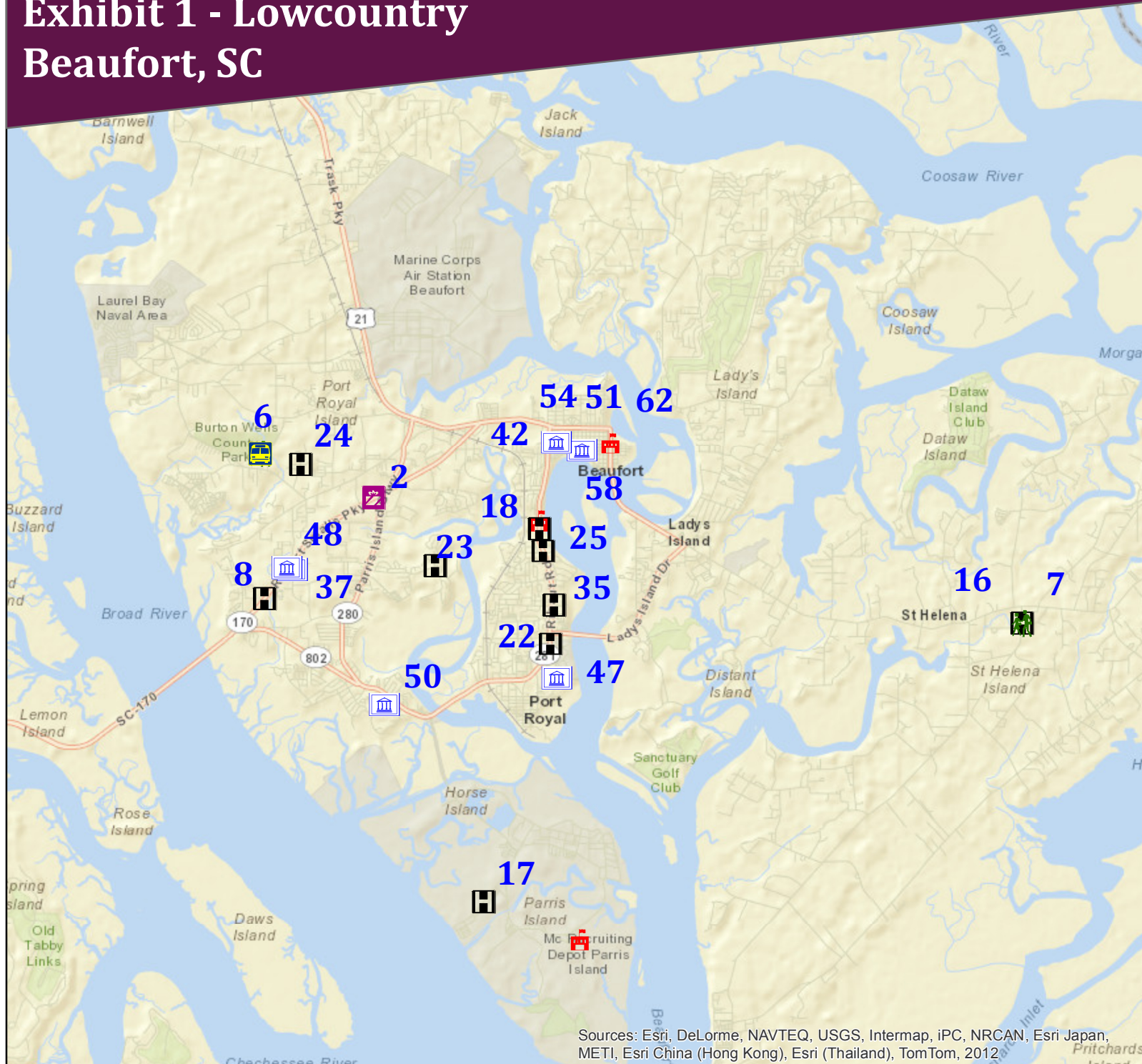
Point Identifier	Dstination	Address	City	Zip	County
1	Wal-Mart (Hardeeville)	4400 US Highway 278	Hardeeville	29927	Jasper
2	Wal-Mart (Beaufort)	350 Robert Smalls Parkway	Beaufort	29906	Beaufort
3	Wal-Mart (Hilton Head)	25 Pembroke Drive	Hilton Head Island	29926	Beaufort
4	Wal-Mart (Walterboro)	2110 Bells Highway	Walterboro	29488	Colleton
5	Colleton County Council on Aging	39 Senior Avenue	Walterboro	29488	Colleton
6	Senior Services of Beaufort Burton Wells Senior Center	1 Middleton Recreation Drive	Burton	29906	Beaufort
7	Senior Services of Beaufort St. Helena Senior Center	41 Ball Park Road	St. Helena	29920	Beaufort
8	SC Vocational Rehabilitation (Beaufort)	747 Robert Smalls Pkwy	Beaufort	29906	Beaufort
9	SC Vocational Rehabilitation (Walterboro)	919 Thunderbolt Dr	Walterboro	29488	Colleton
10	Beaufort Jasper Hampton Comprehensive Health Services (Chelsea Clinic)	721 N Okatie Hwy	Okatie	29909	Beaufort
11	Beaufort Jasper Hampton Comprehensive Health Services (Ridgeland Clinic)	1520 Grays Highway	Ridgeland	29936	Jasper
12	Beaufort Jasper Hampton Comprehensive Health Services (Hardeeville Clinic)	522 Stiney Road	Hardeeville	29927	Jasper
13	Beaufort Jasper Hampton Comprehensive Health Services (Estill Clinic)	454 Second Street	Estill	29918	Hampton
14	Beaufort Jasper Hampton Comprehensive Health Services (Hampton Clinic)	200 Elm Street	Hampton	29924	Hampton
15	Beaufort Jasper Hampton Comprehensive Health Services (Sheldon Clinic)	211 Paige Point Road	Sheldon	29940	Beaufort
16	Beaufort Jasper Hampton Comprehensive Health Services (St. Helena Clinic)	41 Ball Park Road	St. Helena	29920	Beaufort
17	Beaufort Jasper Hampton Comprehensive Health Services (Port Royal Clinic)	1320 South Ribaut Road	Beaufort	29902	Beaufort
18	Beaufort Memorial Hospital	955 Ribaut Road	Beaufort	29902	Beaufort
19	Coastal Carolina Hospital	1000 Medical Center Drive	Hardeeville	29927	Jasper
20	Hampton Regional Medical Center	595 West Carolina Ave	Varnville	29944	Hampton
21	Hilton Head Hospital	25 Hospital Center Blvd	Hilton Head Island	29926	Beaufort
22	Beaufort VA Medical Clinic	1 Pinckney Blvd.	Beaufort	29902	Beaufort
23	Beaufort County Adult Education	2900 Mink Point Blvd	Beaufort	29902	Beaufort
24	Coastal Empire Community Mental Health (Recovery Center)	62 Possum Hill Rd	Burton	29906	Beaufort
25	Coastal Empire Community Mental Health (Beaufort Clinic)	1050 Ribaut Road	Beaufort	29902	Beaufort
26	Coastal Empire Community Mental Health (Ridgeland Clinic)	1510 Grays Highway	Ridgeland	29936	Jasper
27	Coastal Empire Community Mental Health (Walterboro Clinic)	507 Forest Circle	Walterboro	29488	Colleton
28	Coastal Empire Community Mental Health Magnolia Place Clubhouse	2004 North Jefferies Blvd.	Walterboro	29488	Colleton
29	Coastal Empire Community Mental Health (Varnville Clinic)	65 Forrest Drive	Varnville	29944	Hampton
30	Coastal Empire Community Mental Health (Hilton Head Clinic)	151 Dillon Road	Hilton Head	29925	Beaufort
31	Colleton Medical Center	501 Robertson Boulevard	Walterboro	29488	Colleton
32	Fresenius Medical Care - Hilton Head Dialysis	25 Hospital Center Blvd	Hilton Head Island	29926	Beaufort
33	Fresenius Medical Care - Marshlands Dialysis Center	28 Rice Pond Road,	Ridgeland	29936	Jasper
34	DaVita - Ridgeland Dialysis	112 Weathersbee St.	Ridgeland	29936	Jasper


Table 2: Point Identifiers

Point Identifier	Dstination	Address	City	Zip	County
35	Fresenius Medical Care - Lowcountry Dialysis	10 Johnny Morrall Circle, Two Professional Drive	Port Royal	29935	Beaufort
36	Bluffton Public Health Center	4819 Bluffton Parkway	Bluffton	29910	Beaufort
37	Beaufort County SCWorks	164 Castle Rock Rd	Beaufort	29901	Beaufort
38	Hampton County SCWorks	12 E Walnut st	Hampton	29924	Hampton
39	Jasper County SCWorks	11332 N. Jacobs Smart Blvd	Ridgeland	29936	Jasper
40	Colleton County SCWorks	101 Mable T. Willis Blvd	Walterboro	29488	Colleton
41	Jasper County Department of Social Services	10908 N. Jacob Smart Blvd.	Ridgeland	29936	Jasper
42	Beaufort County Department of Social Services	1905 Duke St.	Beaufort	29902	Beaufort
43	Colleton County Department of Social Services	215 S. Lemacks St.	Walterboro	29488	Colleton
44	Hampton County Department of Social Services	102 Ginn Altman Ave.	Hampton	29924	Hampton
45	Colleton County Board of Disabilities and Special Needs	119 Charles St.	Walterboro	29488	Colleton
46	Hampton County Board of Disabilities and Special Needs	210 Hampton St.	Hampton	29924	Hampton
47	Beaufort County Board of Disabilities and Special Needs	1804 Old Shell Rd.	Port Royal	29935	Beaufort
48	Social Security Administration	646 ROBERT SMALLS PKWY	Beaufort	29906	Beaufort
49	Social Security Administration	502 ROBERTSON BLVD	Walterboro	29488	Colleton
50	DCI Port Royal	300 Midtown Dr	Beaufort	29906	Beaufort
51	Beaufort County Public Health Department	601 Wilmington Street	Beaufort	29902	Beaufort
52	Hampton County Public Health Department	531 Carolina Avenue West	Varnville	29924	Hampton
53	Jasper County Public Health Department	359 E. Wilson Street	Ridgeland	29936	Jasper
54	Beaufort County VA Office	1905 Duke St.	Beaufort	29901	Beaufort
55	Jasper County VA Office	7554 West Main Street (Hwy 336)	Ridgeland	29936	Jasper
56	Colleton County VA Office	219 S. Lemacks Street	Walterboro	29488	Colleton
57	Hampton County VA Office	13 Maple Street, East	Hampton	29924	Hampton
58	Technical College of the Lowcountry (Beaufort Campus)	921 Ribaut Road	Beaufort	29902	Beaufort
59	Technical College of the Lowcountry (Bluffton Campus)	100 Community College Drive	Bluffton	29909	Beaufort
60	Technical College of the Lowcountry H. Mungin Center	54 Tech Circle	Varnville	29944	Hampton
61	Technical College of the Lowcountry Colleton County Quick Job Center	1085 Thunderbolt Dr.	Walterboro	29488	Colleton
62	University of South Carolina Beaufort (Beaufort Campus)	801 Carteret Street	Beaufort	29902	Beaufort
63	University of South Carolina Beaufort (Bluffton Campus)	One University Boulevard	Bluffton	29909	Beaufort

Exhibit 1 - Lowcountry Beaufort, SC

Lowcountry, SC Coordination



 Route 401 Stops

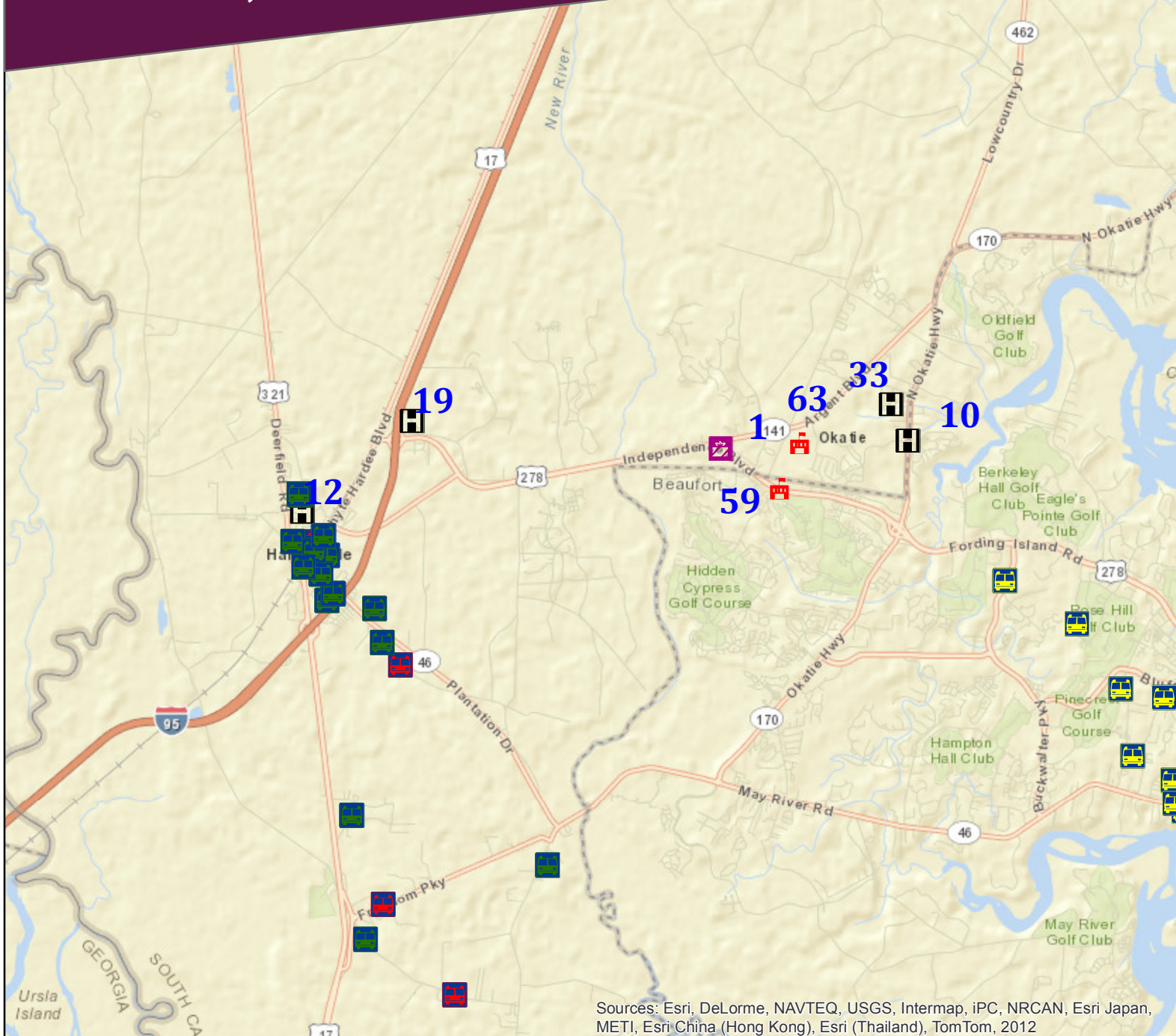
Major Destinations




-  School
-  Shopping/Employment
-  Senior Centers/Agencies
-  Medical Facilities
-  Government Agencies

Sources: Esri, DeLorme, NAVTEQ, USGS, Intermap, iPC, NRCAN, Esri Japan, METI, Esri China (Hong Kong), Esri (Thailand), TomTom, 2012




Exhibit 2 - Lowcountry Hardeeville, SC

Lowcountry, SC Coordination



-  Route 401 Stops
-  Route 851 Stops
-  Route 850 Stops

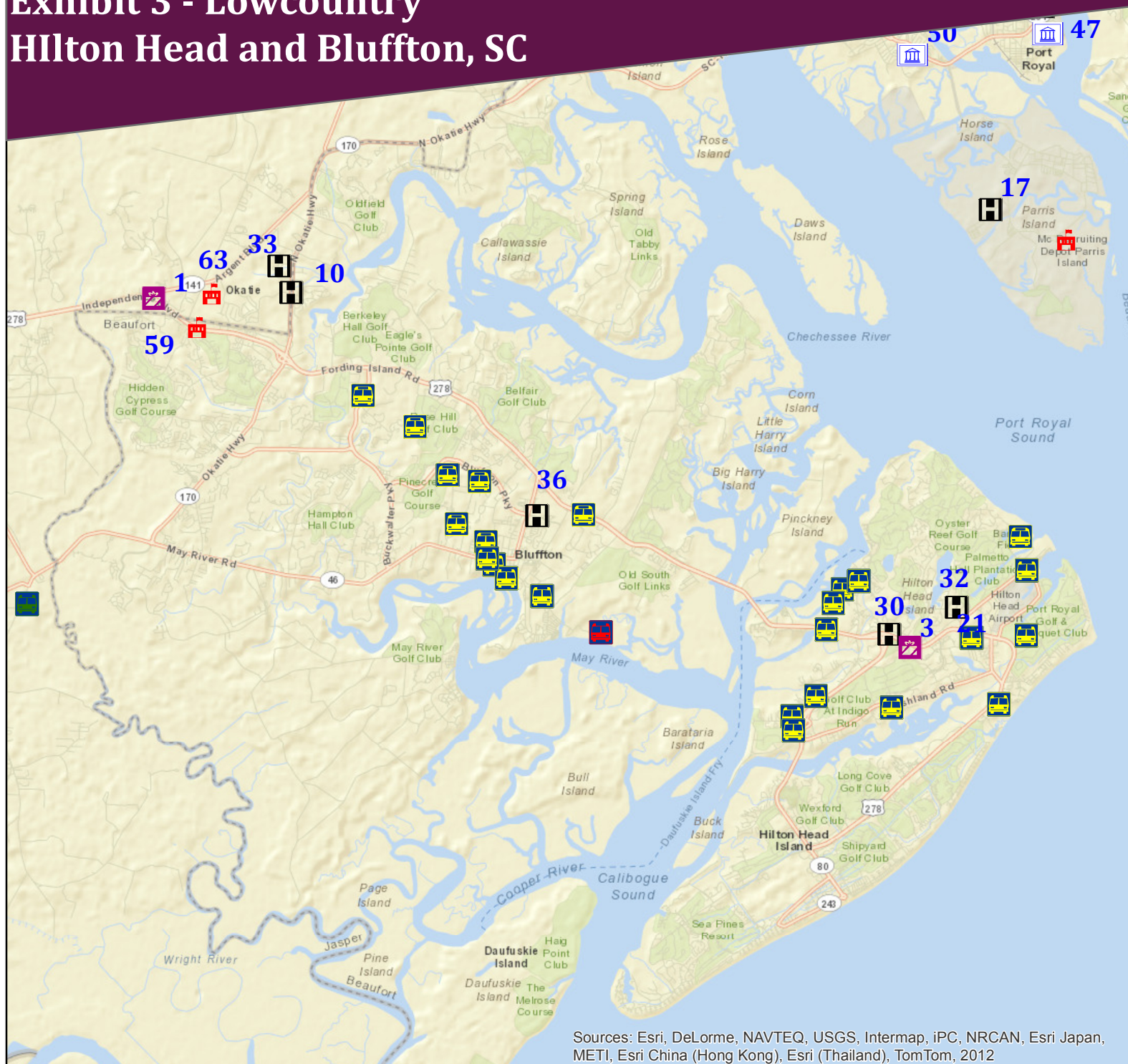
Major Destinations


-  School
-  Shopping/Employment
-  Medical Facilities


Sources: Esri, DeLorme, NAVTEQ, USGS, Intermap, iPC, NRCAN, Esri Japan, METI, Esri China (Hong Kong), Esri (Thailand), TomTom, 2012

Exhibit 3 - Lowcountry Hilton Head and Bluffton, SC

Lowcountry, SC Coordination




 Route 401 Stops

 Route 850 Stops


Major Destinations

 School

 Shopping/Employment

 Senior Centers/Agencies

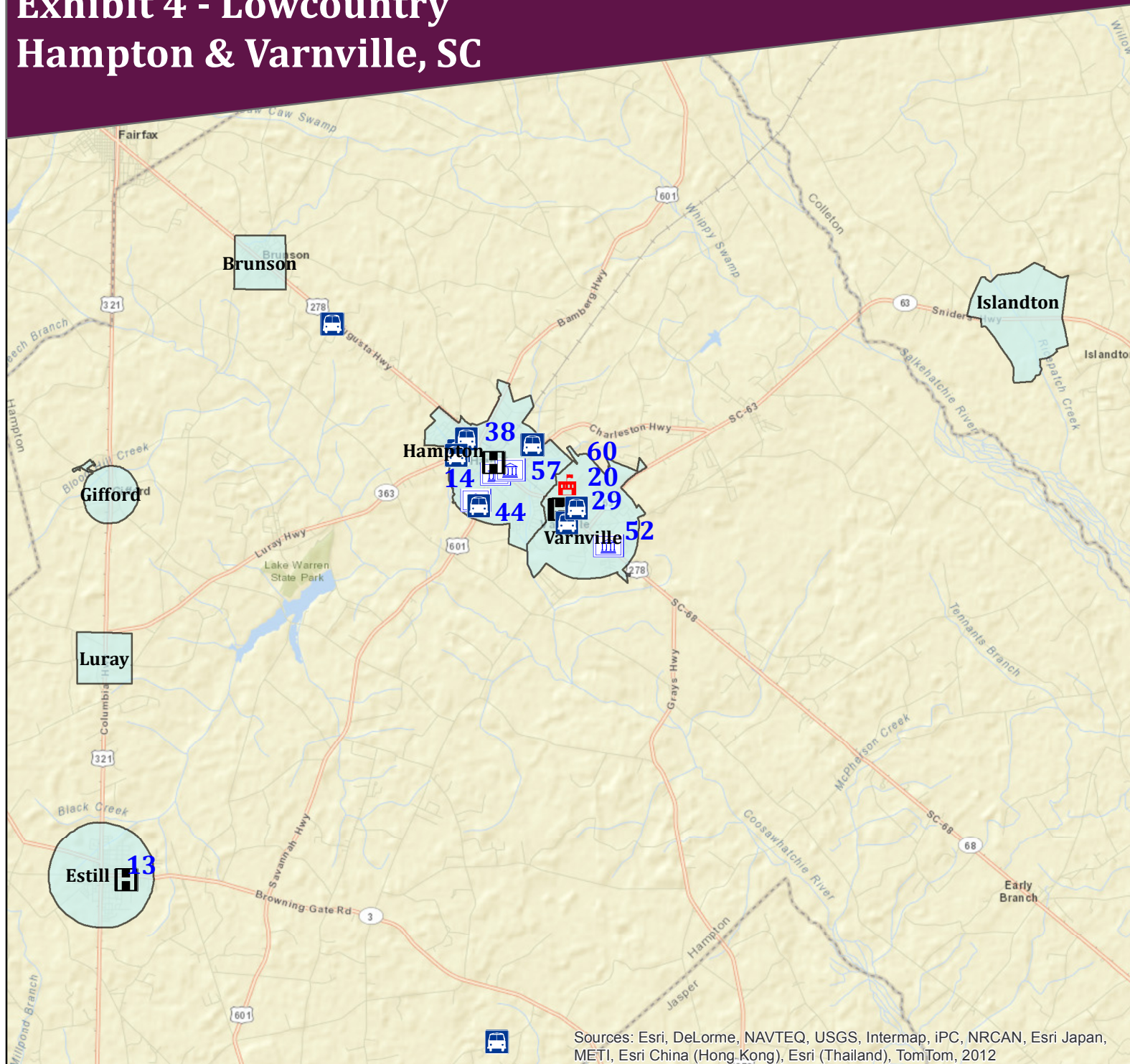
 Medical Facilities

 Government Agencies

Sources: Esri, DeLorme, NAVTEQ, USGS, Intermap, iPC, NRCAN, Esri Japan, METI, Esri China (Hong Kong), Esri (Thailand), TomTom, 2012

Exhibit 4 - Lowcountry Hampton & Varnville, SC

Lowcountry, SC Coordination




 Route 801 stops

Major Destinations

 School

 Medical Facilities

 Government Agencies







 Towns

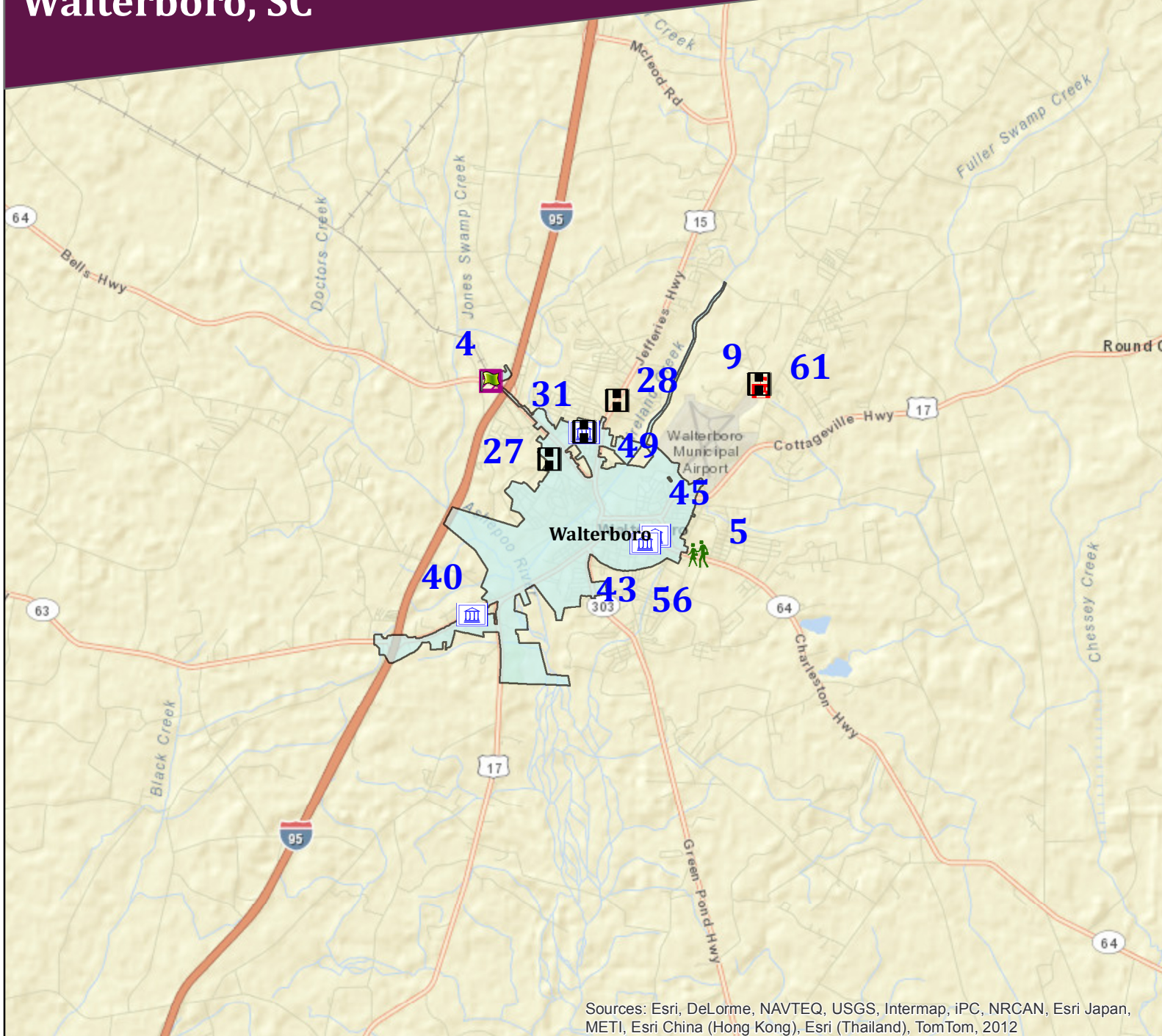
Sources: Esri, DeLorme, NAVTEQ, USGS, Intermap, iPC, NRCAN, Esri Japan, METI, Esri China (Hong Kong), Esri (Thailand), TomTom, 2012

Exhibit 5 - Lowcountry Walterboro, SC

Lowcountry, SC Coordination

Major Destinations

-  School
-  Shopping/Employment
-  Senior Centers/Agencies
-  Medical Facilities
-  Government Agencies
-  Towns



Sources: Esri, DeLorme, NAVTEQ, USGS, Intermap, iPC, NRCAN, Esri Japan, METI, Esri China (Hong Kong), Esri (Thailand), TomTom, 2012

VEHICLE UTILIZATION

Vehicle utilization refers to the hours of the day during which the vehicles operated by each transportation provider are ‘typically’ in service. For demand response and immediate response transportation operators, it may seem that there is no such thing as a ‘typical’ day. However, even with demand response transportation, there are certain hours of the day when demand peaks; those hours are depicted in the vehicle utilization chart (shown in Table 3).

The vehicle utilization chart illustrates the times of the day when vehicles operated by existing transportation providers are typically in service and potentially available for shared-rides with other agencies. Likewise, hours when vehicles are typically idle, indicate the potential opportunity for leasing or vehicle-sharing agreements between agencies. For example, Lowcountry Medical Transport is a private operator that does not provide service on Sundays. A local church needs a vehicle to bring church members to and from service on Sundays. To solve the gap in service, Lowcountry Medical Transport donates its vehicle to the local church on Sundays. Another local example is the coordination occurring between Hampton DSN and Hampton COA to share a vehicle on weekends for group trips, as needed. The chart also illustrates similar potential opportunities for vehicle or trip sharing by time of day.

There are a total of 142 vehicles providing passenger transportation for older adults, individuals with disabilities, people with low incomes, and the general public in the service area; this total does not include the vehicle fleets operated within the South Carolina Medicaid brokerage, taxis, intercity bus operators, or ambulance/ambulette operators. While coordinated transportation opportunities with private operators is a goal of the study, the inventory focuses on coordination opportunities with human service agencies, non-profit organizations, publicly funded programs, and small private operators that provide passenger transportation.

As illustrated in the vehicle utilization chart, peak hours of operation are 6:30 AM to 10:00 AM, and 2:00 PM to 4:00 PM. Off peak hours of service, when most vehicles are typically less busy occurs in the middle of the day and during evening hours. Furthermore, weekend transportation is primarily limited to Palmetto Breeze and private transportation operators.

Table 3: Vehicle Utilization Chart (Beaufort County)

ID Number	Make	Model	Capacity (amb./ wheelchair (WC)	Garage Location	Dasyos of the week	Time of Day Operated																									
						AM										PM															
						3:00	4:00	5:00	6:00	7:00	8:00	9:00	10:00	11:00	12:00	1:00	2:00	3:00	4:00	5:00	6:00	7:00	8:00	9:00	10:00						
Beaufort County DSN																															
18870	Ford	Crown Vic	4	Port Royal	Mon.-Fri.										M-F Not Available - Dedicated to Staff, Case Managers, and Early Intervention																
20148	Ford	Crown Vic	4	Port Royal	Mon.-Fri.										M-F Not Available - Dedicated to Staff, Case Managers, and Early Intervention																
20149	Ford	Crown Vic	4	Port Royal	Mon.-Fri.										M-F Not Available - Dedicated to Staff, Case Managers, and Early Intervention																
22997	Dodge	Stratus	4	Port Royal	Mon.-Fri.										M-F Not Available - Dedicated to Staff, Case Managers, and Early Intervention																
23103	Dodge	Stratus	4	Port Royal	Mon.-Fri.										M-F Not Available - Dedicated to Staff, Case Managers, and Early Intervention																
23204	Chevy	Impala	4	Port Royal	Mon.-Fri.										M-F Not Available - Dedicated to Staff, Case Managers, and Early Intervention																
23206	Chevy	Impala	4	Port Royal	Mon.-Fri.										M-F Not Available - Dedicated to Staff, Case Managers, and Early Intervention																
23459	Dodge	Avenger	4	Port Royal	Mon.-Fri.										M-F Not Available - Dedicated to Staff, Case Managers, and Early Intervention																
23549	Chevy	Impala	4	Port Royal	Mon.-Fri.										M-F Not Available - Dedicated to Staff, Case Managers, and Early Intervention																
20232	Dodge	Minivan	7	Port Royal	Mon.-Fri.										M-F Not Available - Staff, Case Managers, and EI										Tue./Thur. Respite Pgrm.						
20232	Dodge	Minivan	7	Port Royal	Sat.										Sat. Respite Program																
20233	Dodge	Minivan	7	Port Royal	Mon.-Fri.										M-F Not Available - Dedicated to Staff, Case Managers, and Early Intervention																
20299	Dodge	Minivan	7	Port Royal	Mon.-Fri.										M-F Not Available - Dedicated to Staff, Case Managers, and Early Intervention																
23102	Ford	Van	15	Port Royal	Mon.-Fri.										M-F Not Available - Dedicated to Staff, Case Managers, and Early Intervention																
23107	Ford	Van	15	Port Royal	Mon.-Fri.										Goodwill Locations (Bluffton)																
23158	Dodge	Caravan	7	Port Royal	Mon.-Fri.										M-F Not Available - Dedicated to Staff, Case Managers, and Early Intervention																
22912	Dodge	Minivan	7	Port Royal	Mon.-Fri.										M-F Not Available - Dedicated to Staff, Case Managers, and Early Intervention																
22971	Ford	Van	15	Port Royal	Mon.-Fri.										M-F Not Available - Dedicated to Staff, Case Managers, and Early Intervention																
23169	Ford	E350 Coach	17/ADA	Port Royal	Mon.-Fri.										M-F Not Available - Dedicated to Staff, Case Managers, and Early Intervention																
21576	Dodge	Caravan	7	Broad River CTH	Sun.-Sat.										Not Available - Dedicated 24 hours per day to this location.																
23145	Ford	E350	15/ADA	Little Capers CTH	Sun.-Sat.										Not Available - Dedicated 24 hours per day to this location.																
23144	Ford	E350	15/ADA	Peyton Way CTH	Sun.-Sat.										Not Available - Dedicated 24 hours per day to this location.																
23196	Chevy	Uplander	5	Ivy Lane CTH	Sun.-Sat.										Not Available - Dedicated 24 hours per day to this location.																
23143	Ford	E350 Van	15/ADA	Chloe CTH	Sun.-Sat.										Not Available - Dedicated 24 hours per day to this location.																
21581	Dodge	Maxiwagon	15	Port Royal	Mon.-Fri.							Day Pgrm.	Goodwill Locations (Beaufort)										Day Pgrm.								
22911	Ford	E350 Van	15/1 WC	Port Royal	Mon.-Fri.							Day Pgrm.											Day Pgrm.								
22929	Dodge	Caravan	7	Port Royal	Mon.-Sun.							Day Pgrm.	Air Station (alternating weekends)										Day Pgrm.	Air Station (alternating weekends)							
23289	Ford	E350 Wagon	15	Port Royal	Mon.-Fri.							Day Pgrm.										Day Pgrm.									
23309	Ford	E350 Van	15/1 WC	Port Royal	Mon.- Sat.							Day Pgrm.										Day Pgrm.									
23333	Ford	E350 Coach	17/2 WC	Port Royal	Mon.- Sat.							Day Pgrm.										Day Pgrm.									
33231	Ford	E350 Van	15/1 WC	Port Royal	Mon.- Sat.							Day Pgrm.										Day Pgrm.									
Beaufort County COA																															
845	Ford	1996 Minivan	12	Not Provided																											
555	Dodge	2000 Ram	1	Not Provided																											
575	Dodge	2000 Caravan	7	Not Provided	Mon.-Fri.							Burton Wells						Burton Wells													
625	Ford	2001 Crown Vic	4	Not Provided																											
715	Chevy	2001 Express	15	Not Provided	Mon.-Fri.*							St. Helena						St. Helena													
965	Chevy	2003 Minivan	7	Not Provided																											
BJHCHS																															
Migrant	Ford	1998 E250	15	Hardeeville	Mon., Tue., Thur.										Demand Response																
Migrant	Ford	2001 E250	15	Beaufort	Mon.-Thur.										Demand Response																
Coastal Empire Community Mental Health																															
Not Provided	Ford	2011 Econoline	7	Beaufort Clinic	Mon.-Fri.**							Demand Response							Demand Response												
Durham School Services Employee Shuttle																															
Not Provided	Not Provided	Small Schl Bus	25	Not Provided	Mon.-Fri.																										
Not Provided	Not Provided	Small Schl Bus	25	Not Provided	Mon.-Fri.																										

Vehicle Utilization Chart Continued (Regional)

[illegible]

* Vehicle makes two round trips per day to/from St. Helena

** Vehicle serves Recovery Center and Beaufort Clinic on Mon., Wed., and Fri. Serving only Beaufort Clinic on Tue. and Thur.

Key:	Shopping Trip	Saturday Only Service	Coordinated trip with Beaufort COA and PB
	Coordinated trip with Jasper DSN and PB	Open to the General Public	Service with Eligibility Requirements
	Coordinated trip with Jasper COA and PB	Meal Delivery	Coordinated trip with Hampton COA

Vehicle Utilization Chart Continued (Colleton County)

[illegible]

Vehicle Utilization Chart Continued (Jasper and Hampton Counties)

ID Number	Make	Model	Capacity	Garage Location	Days of the Week	Time of Day Operated																				
						AM						PM														
						3:00	4:00	5:00	6:00	7:00	8:00	9:00	10:00	11:00	12:00	1:00	2:00	3:00	4:00	5:00	6:00	7:00	8:00	9:00	10:00	
Hampton County COA																										
Not Provided	Ford	1995 Wagon	not provided	Hampton Ctr.	Mon.-Fri.																					
Not Provided	Toyota	1996 Sienna	7	Hampton Ctr.																						
Not Provided	Ford	1998 Minivan	7	Hampton Ctr.	Mon.-Fri.																					
Not Provided	Dodge	2001 Conv Van	12/ADA	Hampton Ctr.	Mon.-Fri.																					
Not Provided	Dodge	2001 Van	Not Provided	Hampton Ctr.																						
Not Provided	Ford	2003 Van	Not Provided	Hampton Ctr.	Mon.-Fri.																					
BJHCHS																										
Migrant	Ford	1998 E250	15	Hardeeville	Mon., Tue., Thur.																					
Migrant	Ford	2001 E250	15	Beaufort	Mon.-Thur.																					
Jasper County COA																										
7	Chevy	1994 Astro	12	Ridgeland Ctr.	Mon.-Fri.																					
14	Ford	1996 Van	15	Ridgeland Ctr.	Back-up Vehicle																					
6	Dodge	1997 BMW	ADA	Ridgeland Ctr.	Mon.-Fri.																					
3	Ford	1998 CWS	15	Ridgeland Ctr.	Back-up Vehicle																					
5	Chevy	2001 G35 EX	15	Ridgeland Ctr.	Mon.-Fri.																					
15	Dodge	2001 CVR	12	Ridgeland Ctr.	Mon.-Fri.																					
9	Chrysler	2001 TWC	12	Ridgeland Ctr.	Mon.-Fri.																					
13	Dodge	2001 Caravan	12	Ridgeland Ctr.	Mon.-Fri.																					
10	Dodge	2002 Stratus	4	Ridgeland Ctr.	Mon.-Fri.																					
11	Dodge	2002 Ram WA	15	Ridgeland Ctr.	Mon.-Fri.																					
1	Dodge	2002 Caravan	12	Ridgeland Ctr.	Mon.-Fri.																					
8	Dodge	2002 Caravan	12	ertville Fire Sta	Mon.-Fri.																					
12	Dodge	2002 Caravan	12	Ridgeland Ctr.	Mon.-Fri.																					
2	Ford	2003 S314	15	Ridgeland Ctr.	Mon.-Fri.																					
4	Dodge	2004 Stratus	4	Ridgeland Ctr.	Mon.-Fri.																					
Jasper County DSN																										
306	Jeep	1999 Cherokee	3	JBDSN	Mon.-Fri.																					
874	Chrysler	2000 mini-wagon	6	Residential	Out of Service																					
875	Ford	2000 pick-up	4	Staff Use	Mon.-Fri.																					
877	Ford	2001 E-150	7	Residential	Sun.-Sat.																					
878	Dodge	2001 maxi-wagon	7/1 WC	Residential	Sun.-Sat.																					
879	Dodge	2002 maxi-wagon	7/2 WC	Residential	Sun.-Sat.																					
880	Ford	2003 Econoline	15	Residential	Sun.-Sat.																					
881	Dodge	2004 pick-up	4	JBDSN	Mon.-Fri.																					
890	Ford	2004 minivan	6	JBDSN	Mon.-Fri.																					
891	Ford	2006 minivan	6	Residential	Sun.-Sat.																					
893	Ford	2008 Escape	3	JBDSN	Mon.-Fri.																					
892	Ford	2008 Escape	3	JBDSN	Mon.-Fri.																					
894	Ford	2006 E-250	5/1 WC	JBDSN	Back-up Vehicle																					
895	Dodge	2008 Caravan	6	JBDSN	Mon.-Fri.																					
896	Ford	2009 Econoline	15	JBDSN	Mon.-Fri.																					
897	Ford	2011 Econoline	15	Pineland	Mon.-Fri.																					

IV. POTENTIAL FUTURE FUNDING STRUCUTRE

Coordinated transportation seeks to achieve cost efficiencies by sharing resources and reducing duplication while protecting the quality of service provided to the passenger and the community. In order to achieve this goal, it is important to examine how Federal, State, and local revenues are being spent on transportation at the local level to ensure that resources are logically directed toward making the most significant impact on the community. This type of analysis and leadership is one of the leading roles for the mobility management effort.

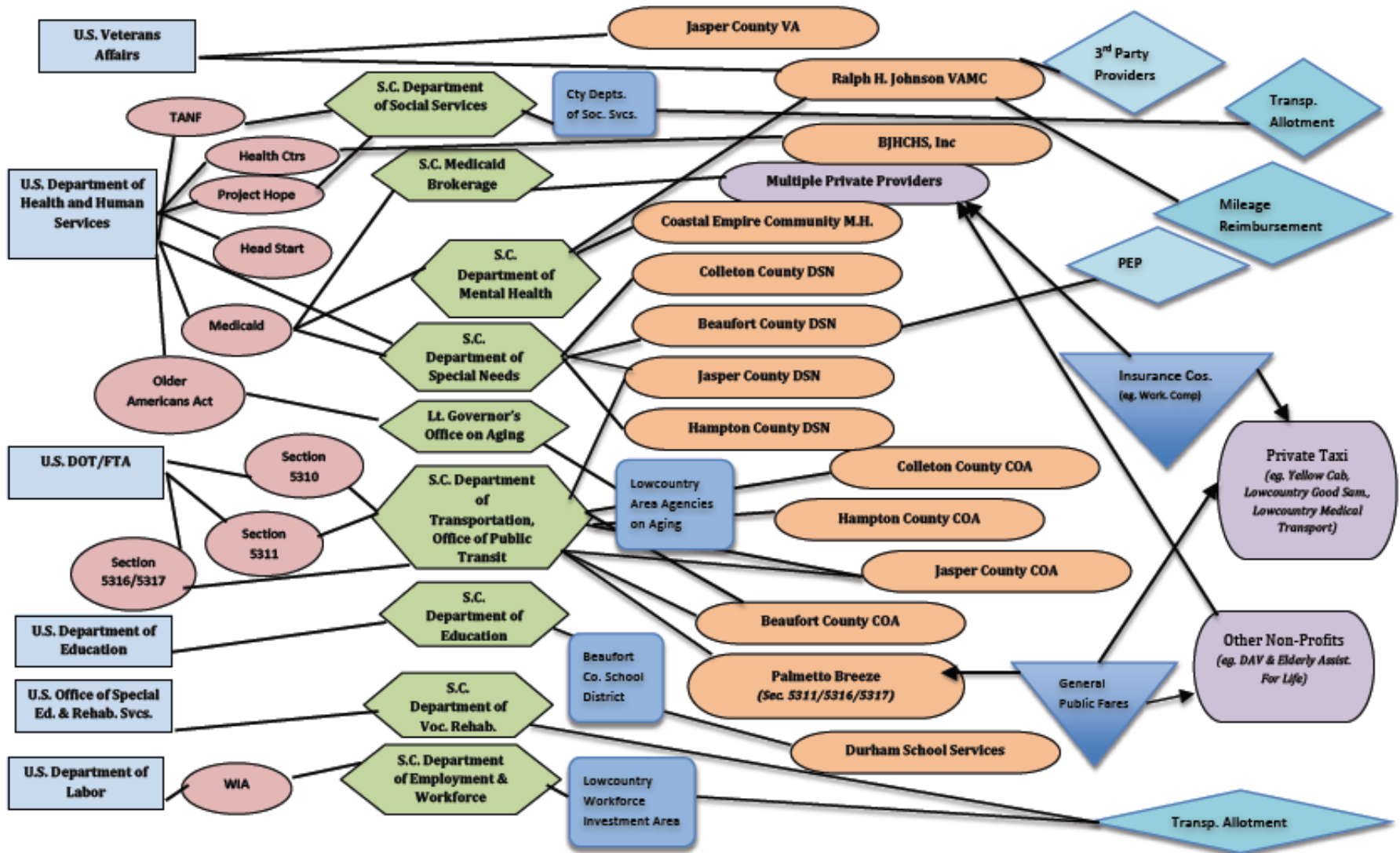
In many cases, human service transportation programs have been developed by State level departments (e.g., Department of Mental Health, Department of Disabilities and Special Needs, Lieutenant Governor's Office on Aging) and have operated separately from one another, focusing on the single purpose of providing transportation to the department's eligible consumers. Operating separate transportation systems within the same service area, however, creates instances of duplication, overlapping of services, service gaps, and ultimately reduces the comprehensive cost effectiveness in local passenger transportation delivery. Examination of the coordination or consolidation opportunities among the variety of agencies in the Lowcountry region offer an opportunity to achieve more and better outcomes for the same levels of investment.

TRANSPORTATION ELIGIBLE REVENUE

Throughout the analysis and inventory phase of this planning effort, the project team identified a variety of Federal and State funding sources that are being applied to community and human service agency transportation in Hampton, Jasper, Colleton, and Beaufort counties. The flow chart in Exhibit 6 outlines the Federal revenue sources currently being utilized by a number of agencies to provide passenger transportation. The chart illustrates the significant number of providers operating in the area; it includes publicly funded transportation and only begins to touch on private transportation operations that are funded through insurance company agreements (such as Workman's Compensation, Medicare Supplemental), hospitals, and private individuals.

All of the Federal funding identified in the following exhibit is eligible for use at the local area for passenger transportation and could be used as local match revenue to draw down additional funding from the Federal Transit Administration (FTA) for the coordination / consolidation project. Other funding sources such as private grants, County government appropriations, and private contributions may also support the current level of transportation operations and would be eligible in a coordinated or consolidated service even when not depicted in the exhibit.

Exhibit 6: Federal Transportation Funding Flow Chart, Lowcountry



As the general public transportation operator, Palmetto Breeze has initiated contract agreements with Beaufort, Hampton, Jasper County Councils on Aging and the Jasper County Department of Disabilities and Special Needs. Through these contract agreements, Palmetto Breeze operates select routes for the contracted agencies and maximizes the Federal dollars going to these programs for transportation of consumers by creating efficient and effective transportation routes on public transit vehicles. The contract agreements have allowed the agencies to redirect valuable administrative time and operating costs to other non-transportation related agency priorities while continuing to provide high-quality transportation to their consumers.

TRANSPORTATION OPERATING EXPENSES

Passenger transportation operating expenses can be analyzed in terms of three categories: (1) Operating; (2) Administrative; and (3) Maintenance. To gain a complete understanding of the benefits of coordinating or consolidating all or a portion of its transportation program with another organization, each party must be aware of its financial expenditures in each of the three categories. For human service agencies and other organizations where transportation is not the primary mission, it is common for transportation-related costs to be calculated as part of total agency expenses, or associated with a total package of services for the individual client. As a result, the actual cost of providing passenger transportation is often underestimated by agency administration.

The expense categories where costs can be shared by various programs within an agency (including transportation) are outlined below:

Administrative Expense Items

- ◆ Drivers and Dispatcher/Scheduler salaries
- ◆ Fringe benefits
- ◆ Vehicle supplies (could also be an operations expense depending on the item)
- ◆ Management of purchased transportation services (i.e., contract with another entity to provide transportation)

Operation Expense Items

- ◆ Vehicle maintenance salaries and fringe benefits
- ◆ Contract maintenance services (repairs done by an outside vendor)
- ◆ Fuel for vehicles
- ◆ Vehicle maintenance (in house)
- ◆ Vehicle supplies including tires (could also be an administrative expense depending on the item)
- ◆ Lubricants
- ◆ Premiums for physical damage and liability insurance

Fixed Expense Items

- ◆ Administrator Staff/Director salary and fringe benefits
- ◆ Office supplies
- ◆ Utilities (gas, electric, water, phone)
- ◆ Premiums for other corporate insurance

- ◆ Vehicle licensing and registration fees
- ◆ Dues and subscriptions
- ◆ Travel and meetings
- ◆ Training
- ◆ Advertising, printing
- ◆ Facility rent

Each of the above noted expense items are eligible for coordination or consolidation. Opportunities to “stretch” existing agency funding by consolidating any of the above noted items with other local entities will create economies of scale for the community as a whole as well as for the individual participating entities. The portion of fixed costs that can be allocated to the transportation program (when shared by multiple programs) is considered a transportation expense. In-kind expenses are also included in the calculation of expenses, where applicable. Specific opportunities for coordination or consolidation have been explored and included in this plan.

This plan provides an assessment of transportation operating-related expenses for participating agencies during the most recent fiscal year. Table 4 illustrates the operating expenses by cost category for each agency (at the local level). Expenses are based on information provided through an interview process with the agency directors and/or specific program managers. An estimate of the average cost per passenger trip, mile, and hour is calculated using a cost allocation model that has been replicated by numerous state and local public and coordinated transportation programs.

Every attempt was made to accurately estimate costs. Estimated costs per mile and hour are based on information provided by the agencies. Since each agency records their transportation costs in a different manner, some variation is inevitable and actual costs will be refined during the first year of implementation. The costs included in this table are reliable estimates to the best ability of the agency directors and managers.

Table 4: Transportation Operating Expenses, by Category, by Provider

Name	Administrative	Operations	Fixed Costs	Total Costs	Annual Trips (apprx.)	Annual Miles/ Hours (apprx.)	Avg. Cost per One-Way Passenger Trip	Avg. Cost per Vehicle Mile	Avg. Cost per Vehicle Hour
Beaufort County DSN	\$165,892	\$56,477	\$18,800	\$243,990	42,300	97,800/ 9,450	\$10.14	\$9.30	\$37.92
Colleton County DSN	\$168,267	Not Provided	\$17,436	Not Provided	42,330	Not Provided	Not Provided	Not Provided	Not Provided
Hampton County DSN	Not Provided	Not Provided	Not Provided	Not Provided	Not Provided	Not Provided	Not Provided	Not Provided	Not Provided
Jasper County DSN	\$46,981	\$84,524	\$3,500	\$135,005	49,000	233,075/1,960	\$2.75	\$1.36	\$65.04
Coastal Empire MH	\$19,802	\$19,456	\$3,697	\$42,955	3,428	24,000/ 1,017	\$12.46	\$1.78	\$42.66
Beaufort County COA	\$48,000	\$30,800	\$22,950	\$101,750	19,890	26,520/ 2,040	\$5.11	\$3.83	\$56.50
Jasper County COA	\$59,600	\$40,090	\$47,395	\$147,085	21,063	48,399/ 3,723	\$7.01	\$3.05	\$18.56
Hampton County COA	\$53,846	\$19,535	\$900	\$74,280	4,800	41,820/ 2,295	\$15.12	\$1.77*	\$41.13
Colleton County COA	Not Provided	Not Provided	Not Provided	Not Provided	Not Provided	Not Provided	Not Provided	Not Provided	Not Provided
BJHCHS	\$18,251	\$37,000	\$2,000	\$57,251	8,160	61,200/ 1,326	\$7.02	\$0.93**	\$42.93
Ralph H. Johnson VAMC	\$0***	\$34,167	\$6,000	\$40,167	9,684	33,609/ 2,040	\$4.09***	\$1.20***	\$19.77
Jasper County VA	Not Provided	Not Provided	Not Provided	Not Provided	Not Provided	Not Provided	Not Provided	Not Provided	Not Provided
Durham School Employee Transport	Not Provided	Not Provided	Not Provided	Not Provided	Not Provided	Not Provided	Not Provided	Not Provided	Not Provided
DAV & Elderly Assistance for Life	Not Provided	Not Provided	Not Provided	\$3,800	70****	Not Provided	\$54.29	Not Provided	Not Provided
Palmetto Breeze (Demand Response)	\$340,583	\$249,453	\$484,201	\$1,074,237	65,355	359,337/ 18,110	\$16.41	\$2.99	\$59.23
Lowcountry Community Action	Not Provided	Not Provided	Not Provided	Not Provided	Not Tracked	Not Provided	Not Provided	Not Provided	Not Provided
TOTAL:	\$921,222	\$571,502	\$606,879	\$1,920,520	266,080	925,760/ 41,961			

Source: Human service agency directors and/or local program managers.

Note that private transportation providers are not included in this analysis because coordination will be conducted through contractual relationships that must be secured through an RFP process.

* Hampton County COA reported fuel and lubricant expenses at \$12,570 and vehicle insurance premiums at only \$3,249 which makes cost per mile appear very low. It is possible that these numbers do not include all related expenses. Low costs are also possibly due to the fact that Hampton County provides a lot of resources as in-kind and in-kind costs/revenues were not provided during this analysis.

** BJHCHS indicated that annual fuel costs are \$10,000 and vehicle insurance premiums are \$18,000 which makes the costs per mile appear very low. It is possible that these numbers do not include all related expenses.

*** Ralph H. Johnson VAMC uses volunteer drivers and was unable to provide a more detailed breakdown of transportation expenses. Cost per mile, hour, and trip are low because of using volunteer drivers and shared costs that are not included.

**** DAV & Elderly Assistance for Life operated for a partial year in 2011. It's first year of operation.

Operating Analysis

V. OPERATING ANALYSIS

Service productivity and service parameters are another aspect of analysis to examine the potential for improving community transportation through coordination or consolidation. Service productivity is analyzed in terms of geographic service area, passengers per vehicle mile, passengers per vehicle hour, and passengers per transportation employee labor hours. The following sections outline the current route structures of participating agencies. The maps illustrate the geographic duplications in service areas between the agencies and opportunities for coordination or consolidation of routes. In all counties, the Department of Social Services provides transportation to individual consumers, as needed. Various forms of assistance are used to help DSS consumers to obtain and sustain employment.

Beaufort County

Beaufort County has the highest incidence of service area duplication and the most opportunities for successful coordination of public and human service agency transportation. Human service agency routes and veterans' services routes are operated throughout Beaufort County. The maps in Exhibit 7 through 12 illustrate each of the routes operated in Beaufort County by the Beaufort County Board of Disabilities and Special Needs, Beaufort County Council on Aging. The VA routes and Durham School Services routes that pass through the county are also provided. (Not shown in the maps are BJHS and Coastal Empire Mental Health which also operate routes in Beaufort County. The areas of Beaufort, Port Royal, and Bluffton, as well as out of area trips on I-95 and Highway 17 show significant overlap by the transportation programs. Duplications could be reduced through trip sharing agreements between the transportation providers or purchase of service contracts with Palmetto Breeze.

Palmetto Breeze provides contract routes with Beaufort County Council on Aging (COA) which helps to reduce duplication.

Colleton County

The Colleton County DSN and COA directly provide transportation. The VA also operates transportation in Colleton County. Colleton County VA did participate throughout the enter study process. The Community Action Agency provides transportation to their clients on a one-on-one basis as needed to their clients. Other information for Colleton County human service agency transportation was requested but not provided during the study process.

Hampton County

In addition to home delivered meals, the Hampton County Council on Aging (COA) also provides passenger transportation to its Yemassee and Estill Senior Centers each weekday. Palmetto Breeze operates transportation to the Hampton Senior Center through a Purchase of Service Contract between the two agencies. The map in Exhibit 13 illustrates the number of passengers that are transported by Hampton County COA, by Senior Center. The map also illustrates the locations of home delivered meals (represented by HD on the map key). On the map, purple dots represent

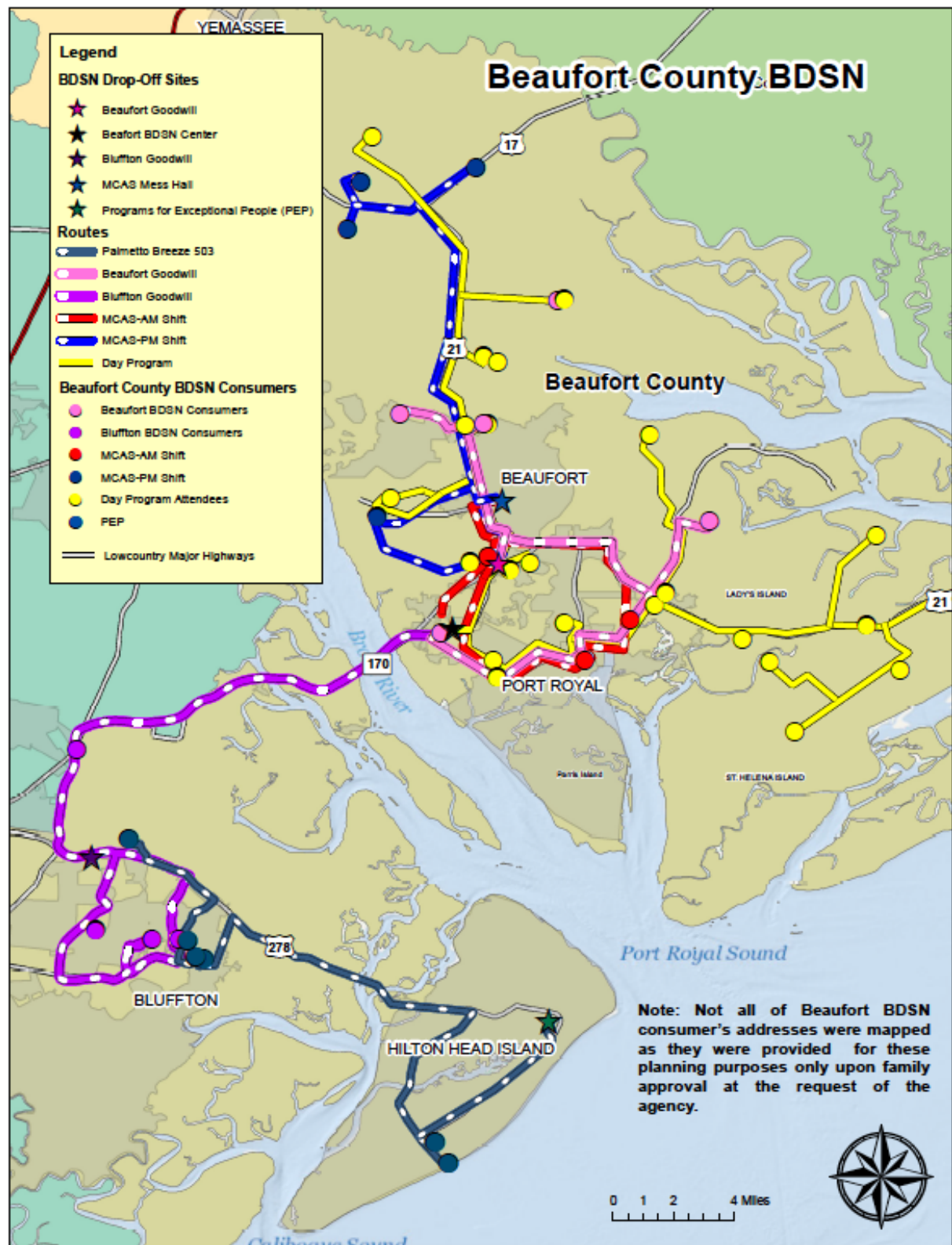
individuals that are served through the Palmetto Breeze contracted route. Pink dots represent passengers that are transported to the Estill Senior Center (EC,T). Orange dots represent Estill home delivered meals (EHD, M). If there are multiple meals delivered to a single location, the key indicates (MM). Yemassee Senior Center passenger trips are represented by a blue dot (YC,T or YHD, M/MM). The numbers in the legend represent the number of passengers or meals at each location.

Not illustrated on the map is the VA route in Hampton County that provides regional service or the Hampton County DSN which also provides its own service.

Jasper County

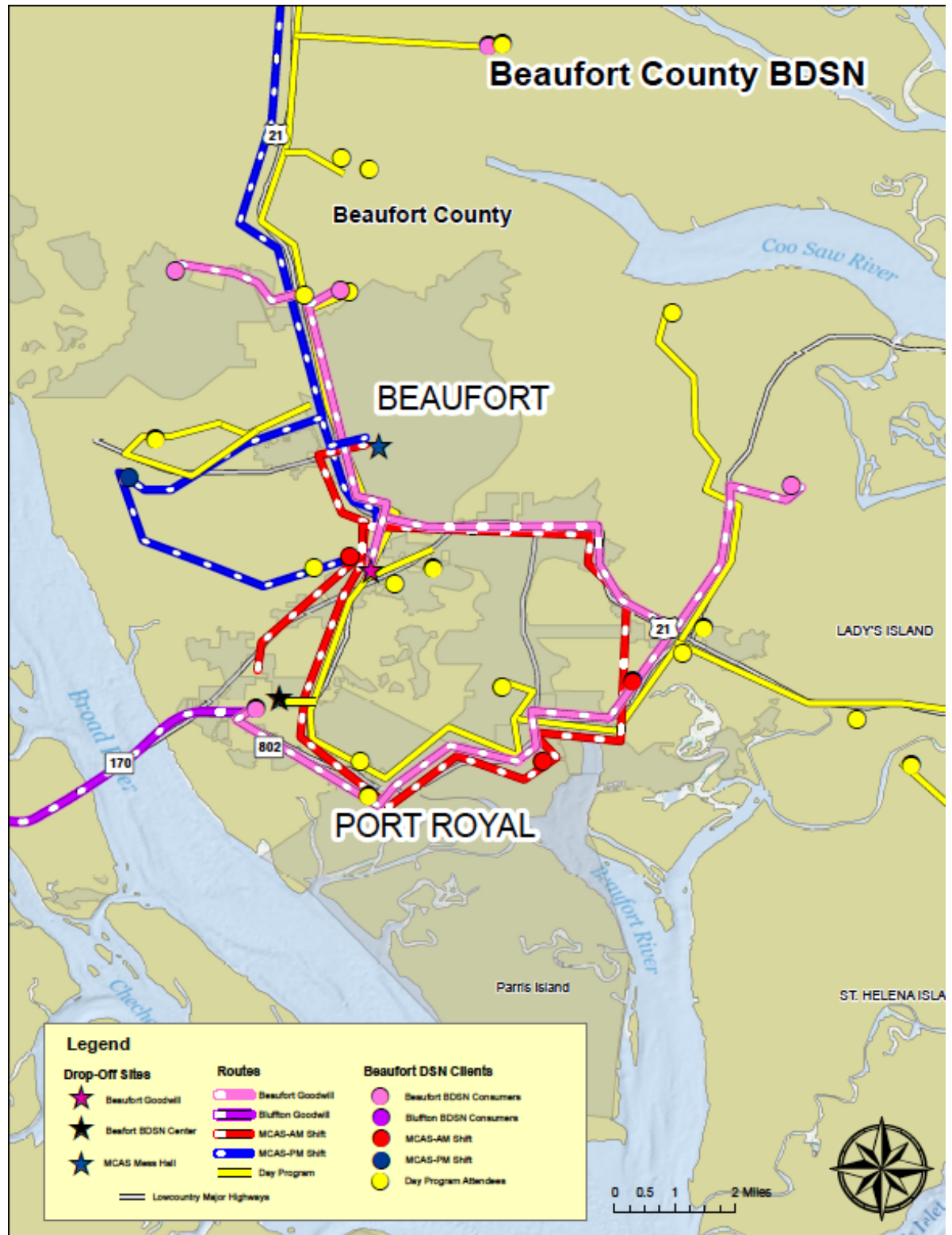
The Jasper County Council on Aging and Board of Disabilities and Special Needs individually provide transportation for their consumers. Exhibit 13 illustrates the overlap of trips to the Senior Centers and the BDSN. As indicated in the exhibit, Palmetto Breeze operates selected routes for the COA and BDSN in Jasper County. It is also noted that the Jasper County VA route comes up from Savanna. Palmetto Breeze routes are operated through a Purchase of Service contractual agreement with each of these agencies.

Exhibit 7:



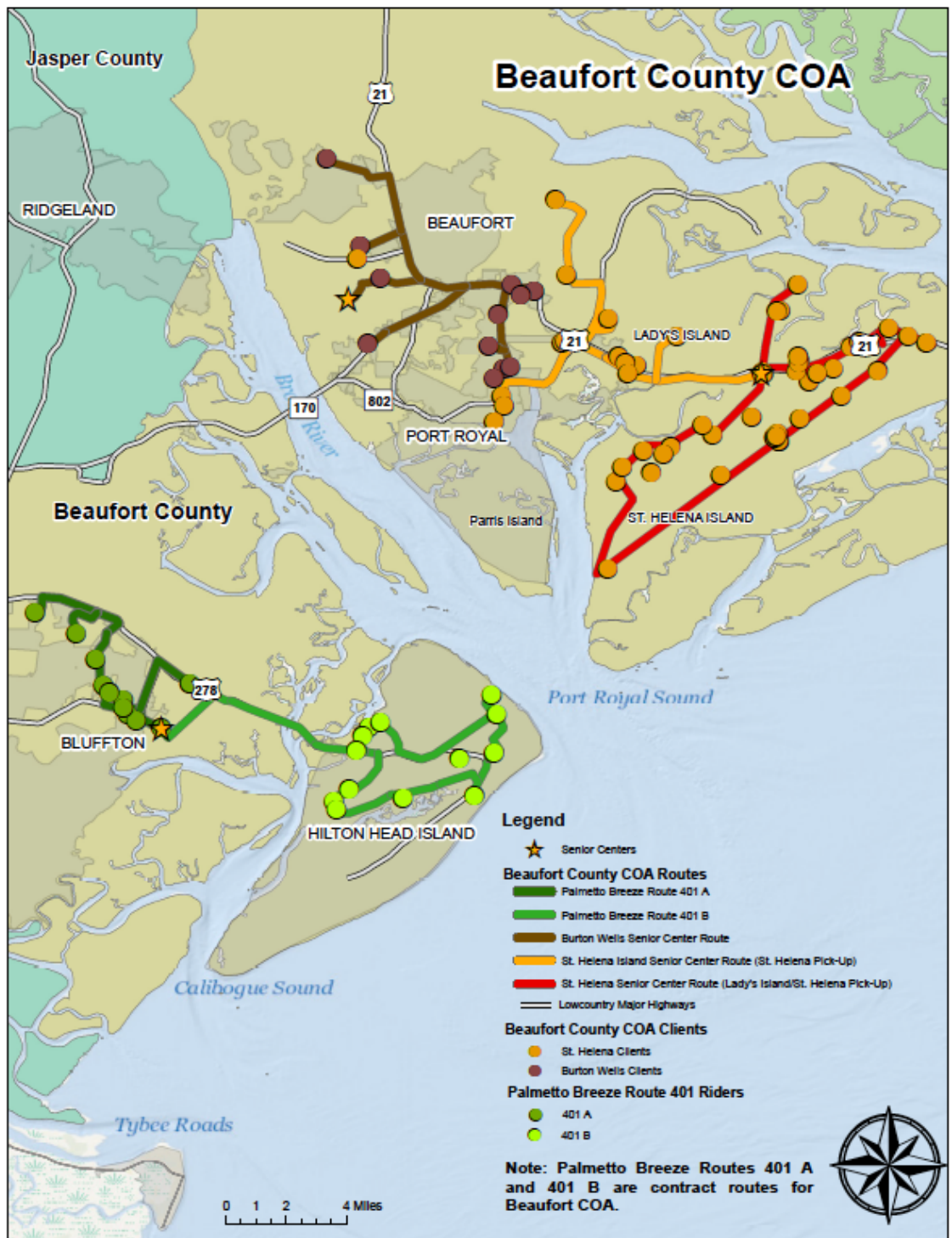
Source: Map provided by Lowcountry Council of Governments

Exhibit 8:



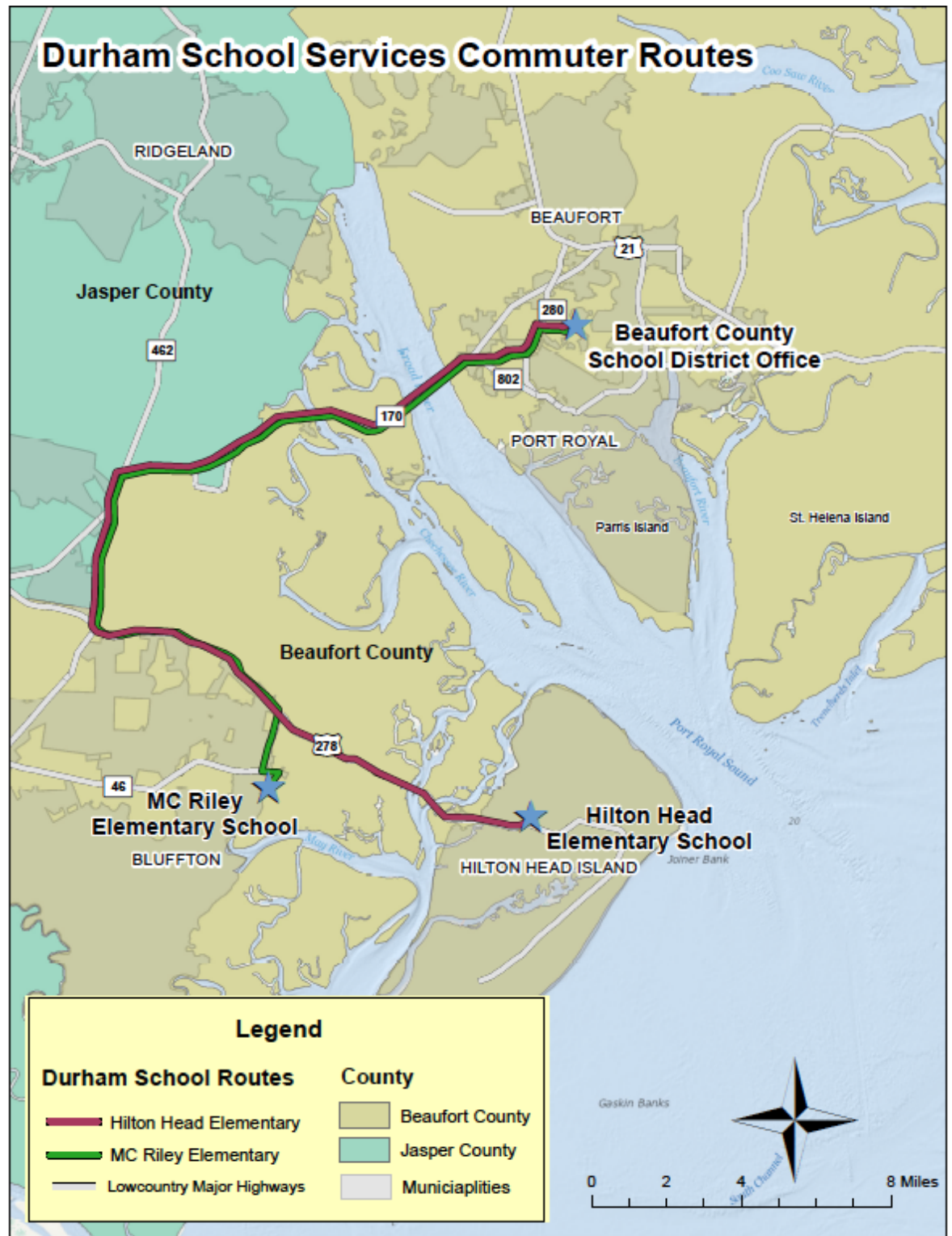
Source: Map provided by Lowcountry Council of Governments

Exhibit 9:



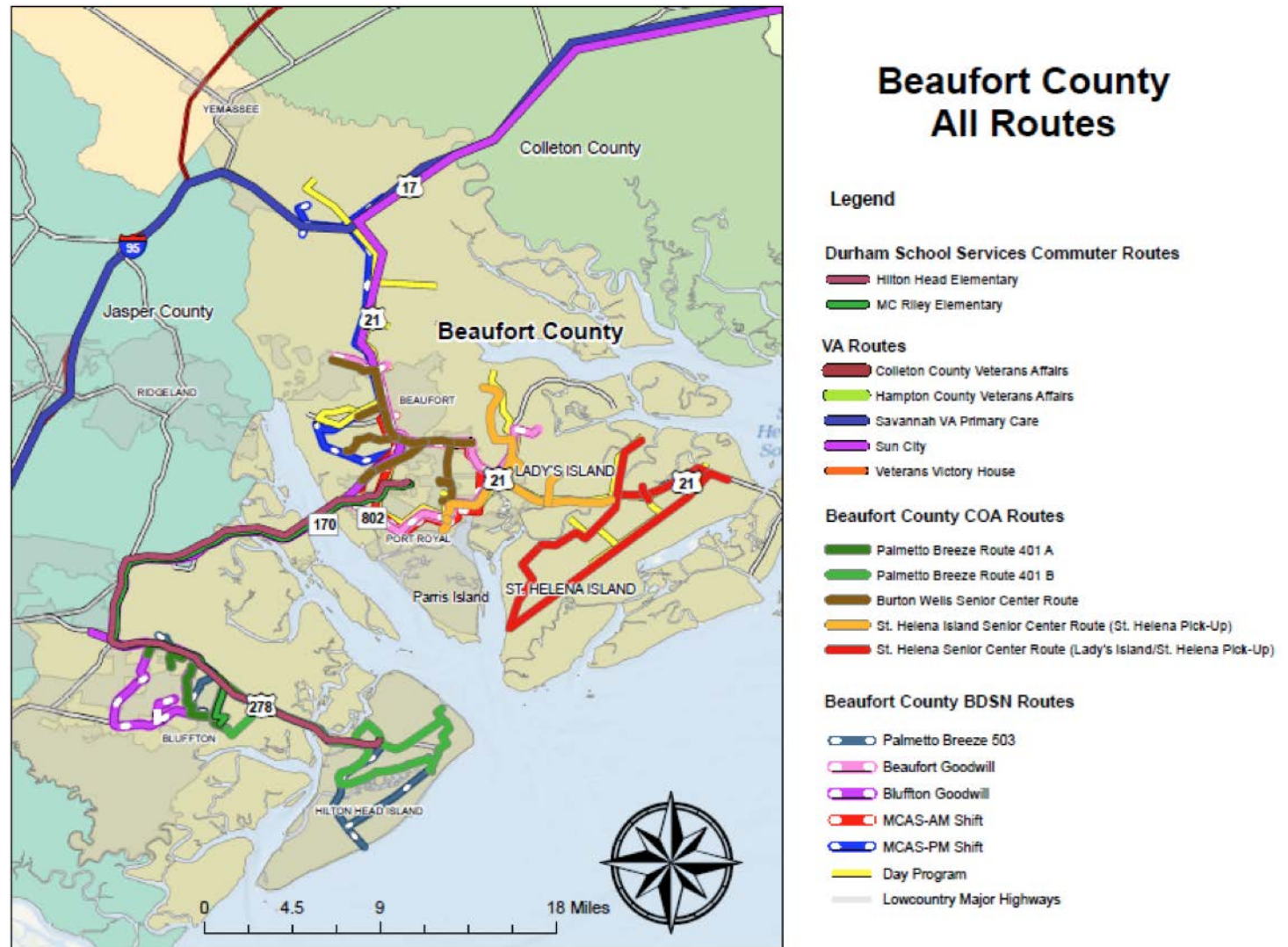
Source: Lowcountry Council of Governments

Exhibit 10:



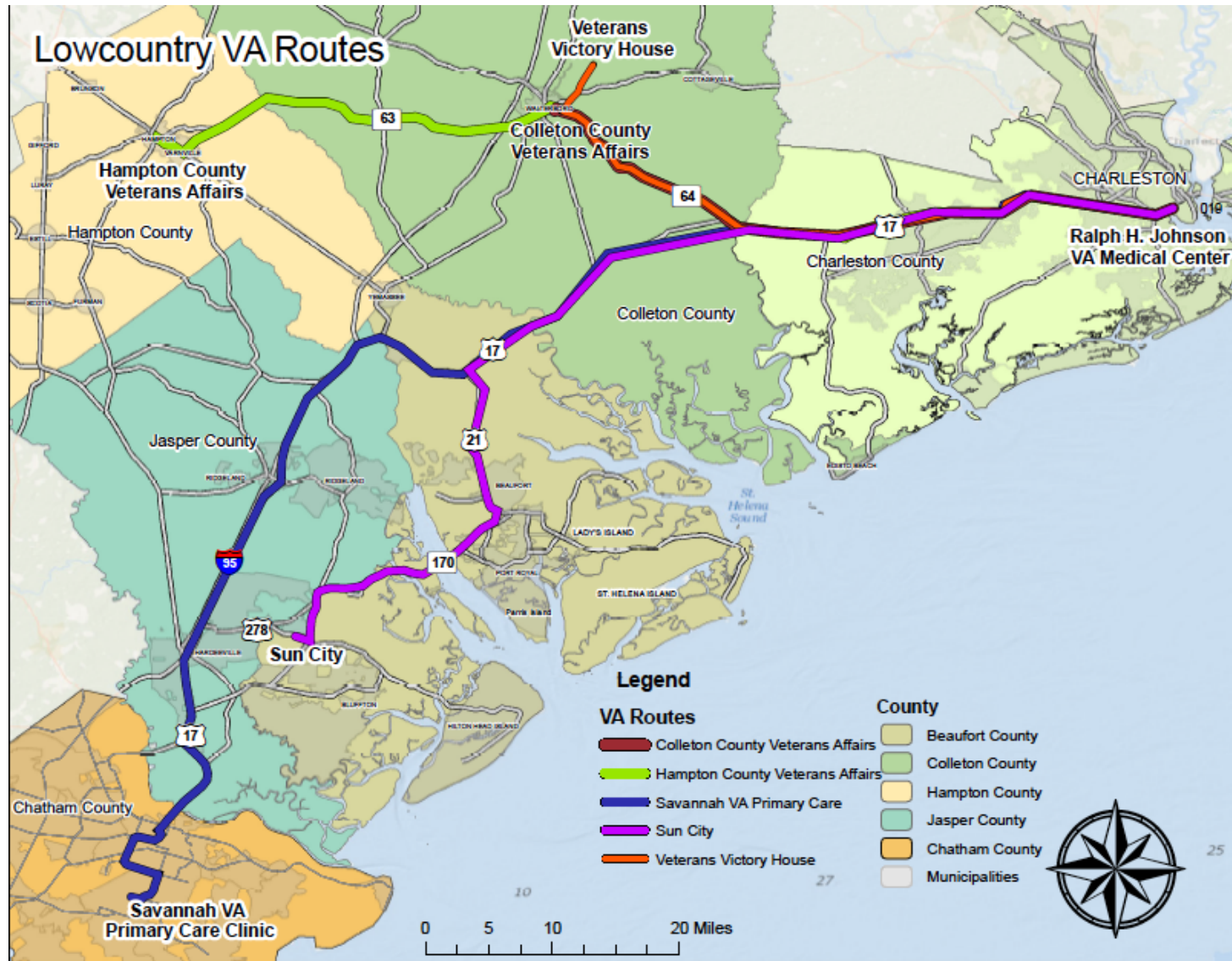
Source: Lowcountry Council of Governments

Exhibit 11:



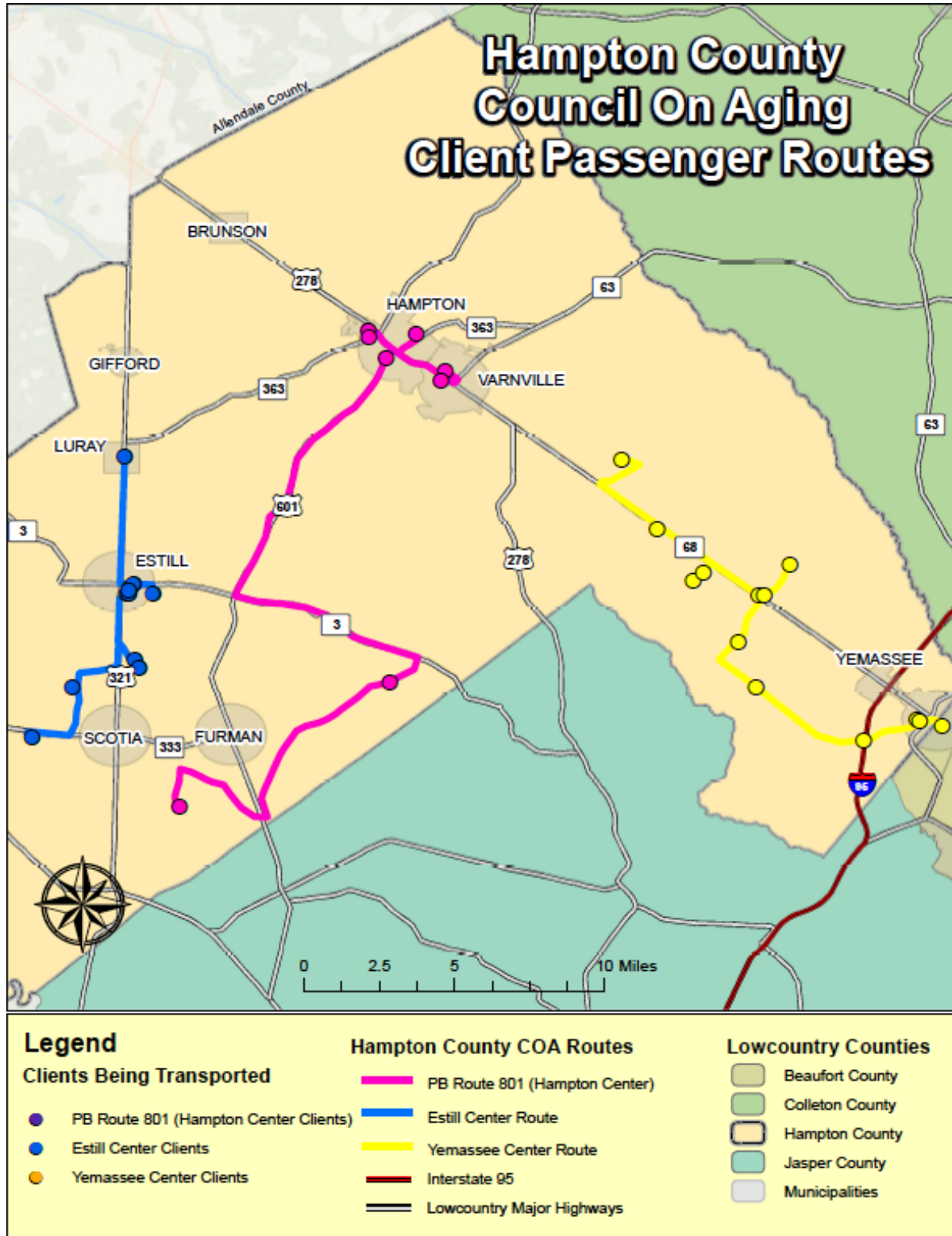
Source: Lowcountry Council of Governments

Exhibit 12:



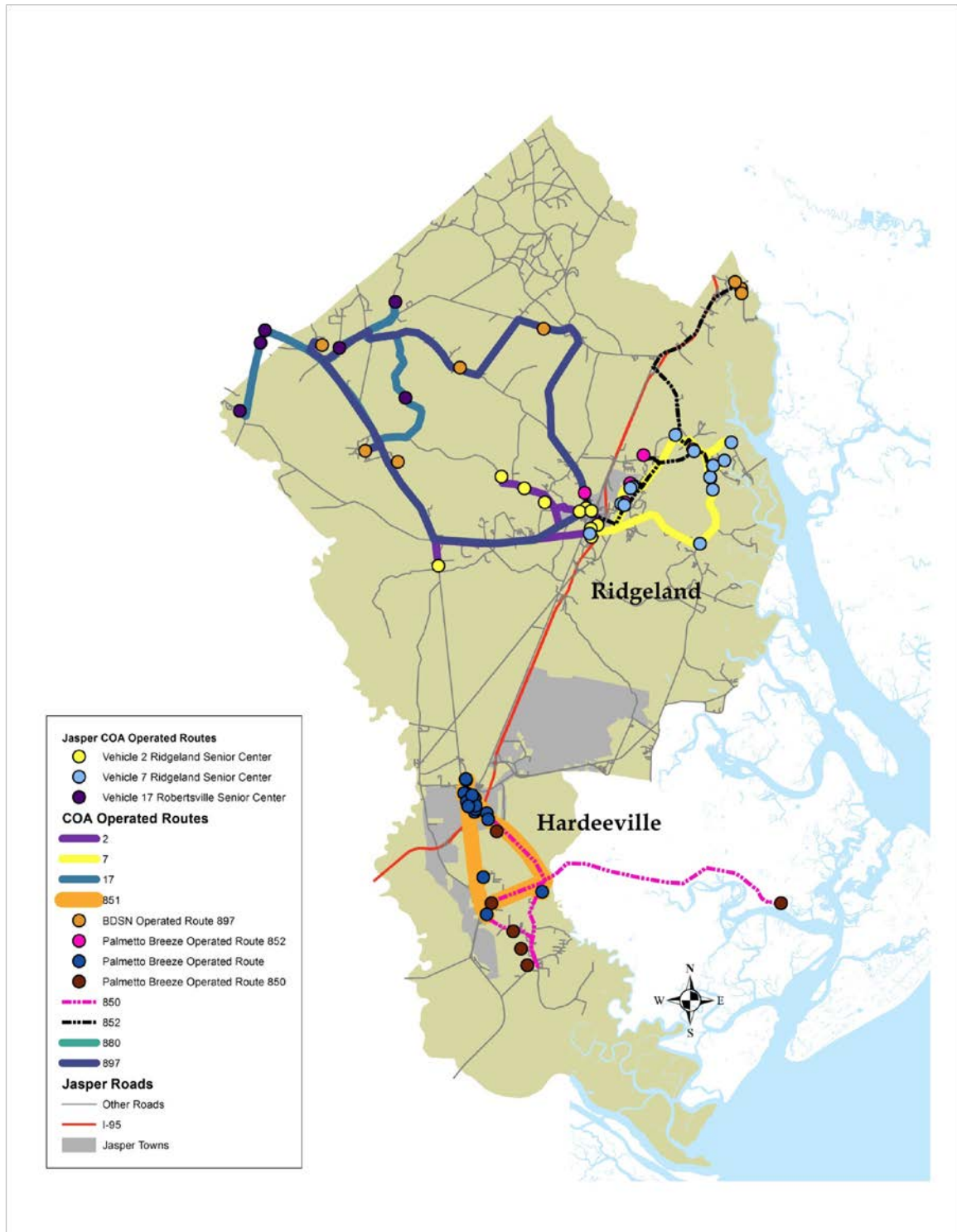
Source: Lowcountry Council of Governments

Exhibit 13:



Source: Lowcountry Council of Governments

Exhibit 14: Jasper COA & BDSN Clients with COA & BDSN Client Routes



Source: Map provided by Lowcountry Council of Governments

VI. UNMET TRANSPORTATION NEEDS

DEMOGRAPHIC OVERVIEW OF THE STUDY AREA

The Lowcountry study area is comprised of Beaufort, Colleton, Hampton, and Jasper Counties in southeast South Carolina. The study area has an estimated population of 249,878, based on 2010 U.S. Census information. The largest city in the study region is Hilton Head Island with a population of 37,099 in 2010. Hilton Head Island is classified as a small urbanized area, as of the 2010 U.S. Census. The map in Exhibit 10 depicts the counties and communities within the region.

Relevant demographic data was collected and is summarized in this chapter. All data was gathered from the U.S. Census Bureau's 2010 Census and analyzed at the census block group level, if available. If the data was not available at the census block group level, census tracts were used.

Exhibit 10 - Lowcountry Study Area



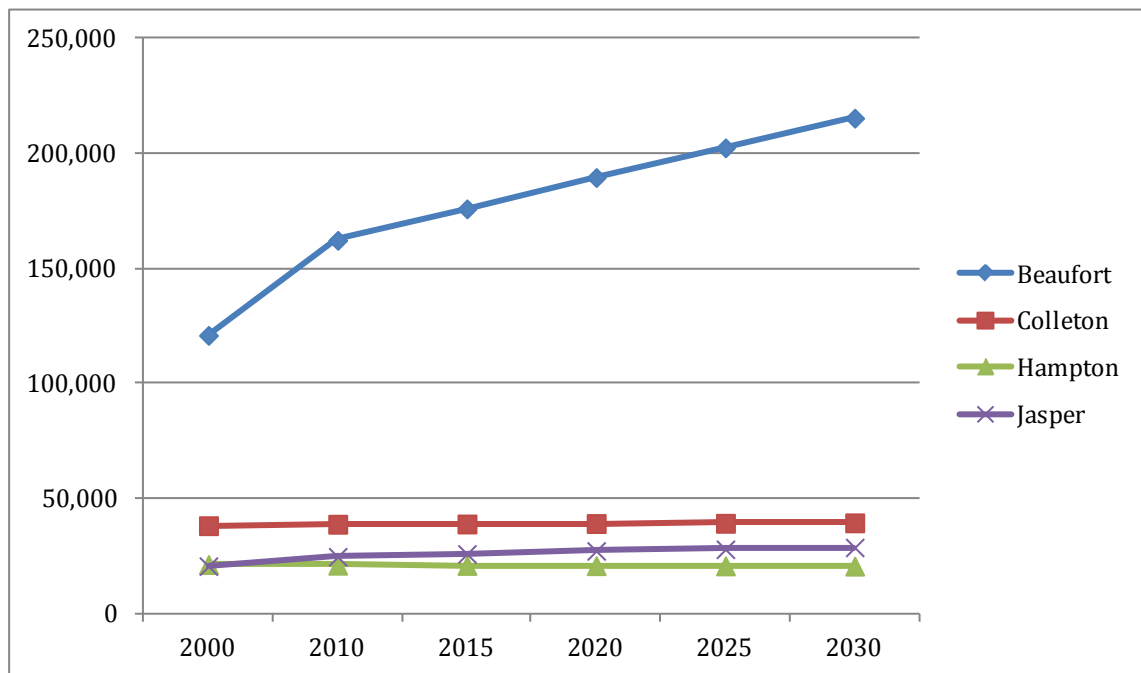
- Study Area
- Places
- Surrounding Counties

Lowcountry Coordinated Transportation Expansion Plan

POPULATION PROJECTIONS

The South Carolina Departments of Health and Environmental Control, and Budget and Control Board – Office of Research & Statistics, projects the study area population will increase to 304,300 by 2030, a 33.8 percent increase from the year 2000 population. Exhibit 11 illustrates the projected population trends between 2000 and 2030 for each county in the study area. Beaufort County is projected to experience the most significant increases in population.

Exhibit 11
Projected Population Trends for Lowcountry, 2000-2030

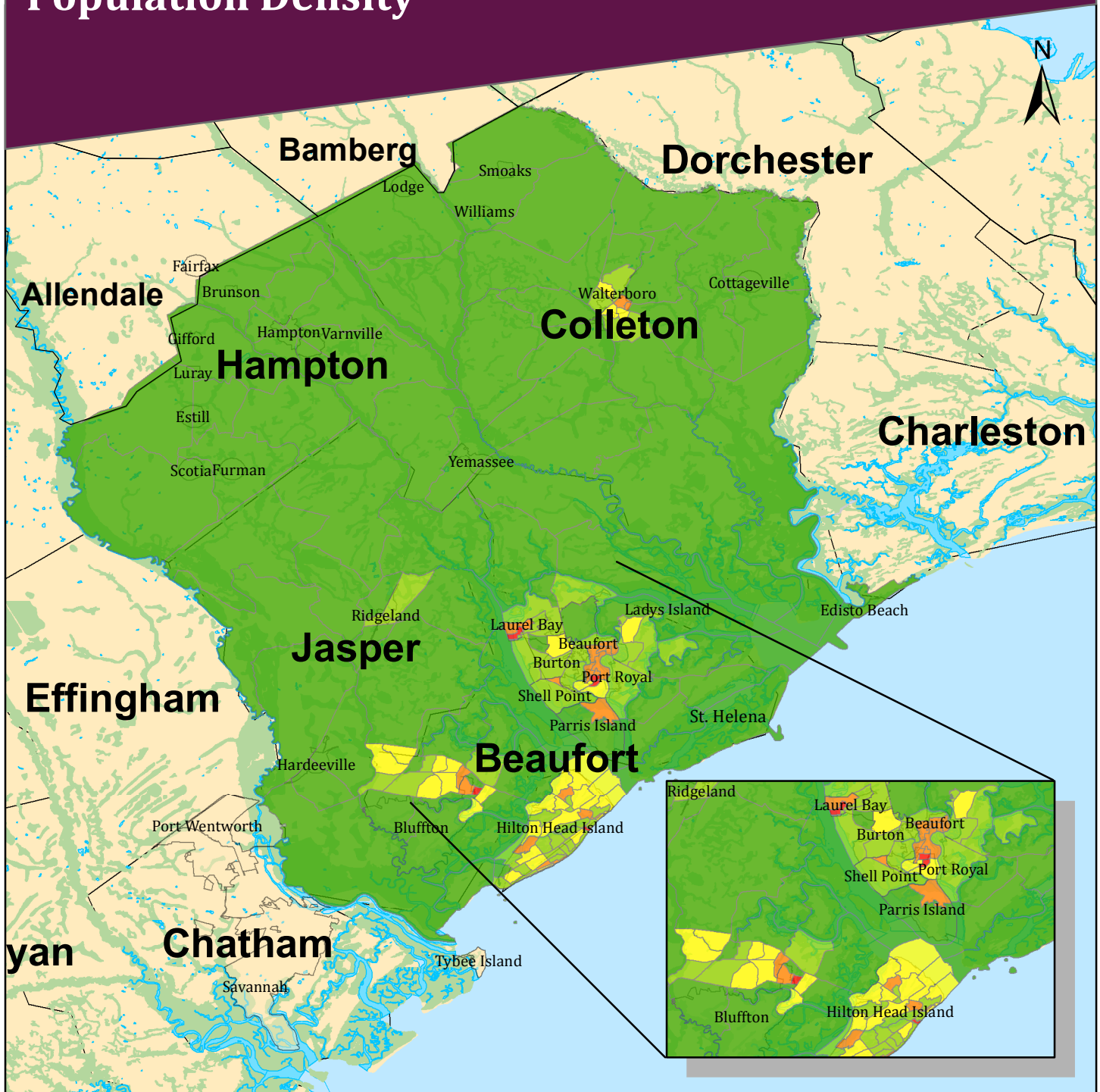


Source: S.C. Departments of Health and Environmental Control, and Budget and Control Board – Office of Research & Statistics

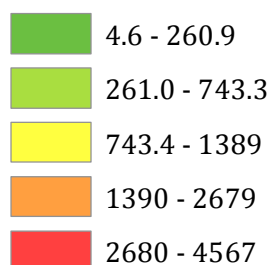
POPULATION DENSITY

Exhibit 12 on the following page illustrates the population density per square mile for the region. As illustrated, population densities vary throughout each county. Hilton Head Island, Bluffton, Beaufort, and Walterboro areas have the highest population per square mile, with block groups ranging from between 2,680 to 4,567 persons per square mile. Portions of Beaufort and Colleton Counties each have block groups of moderately high population densities ranging from 1,390 to 2,679 people per square mile. Coordinated agency and public demand response transportation is the most appropriate mode of service for areas with the lowest population densities.

Exhibit 12 - Lowcountry Population Density



Persons Per Square Mile



Lowcountry Coordinated Transportation Expansion Plan

POPULATION PROJECTION FOR OLDER ADULTS

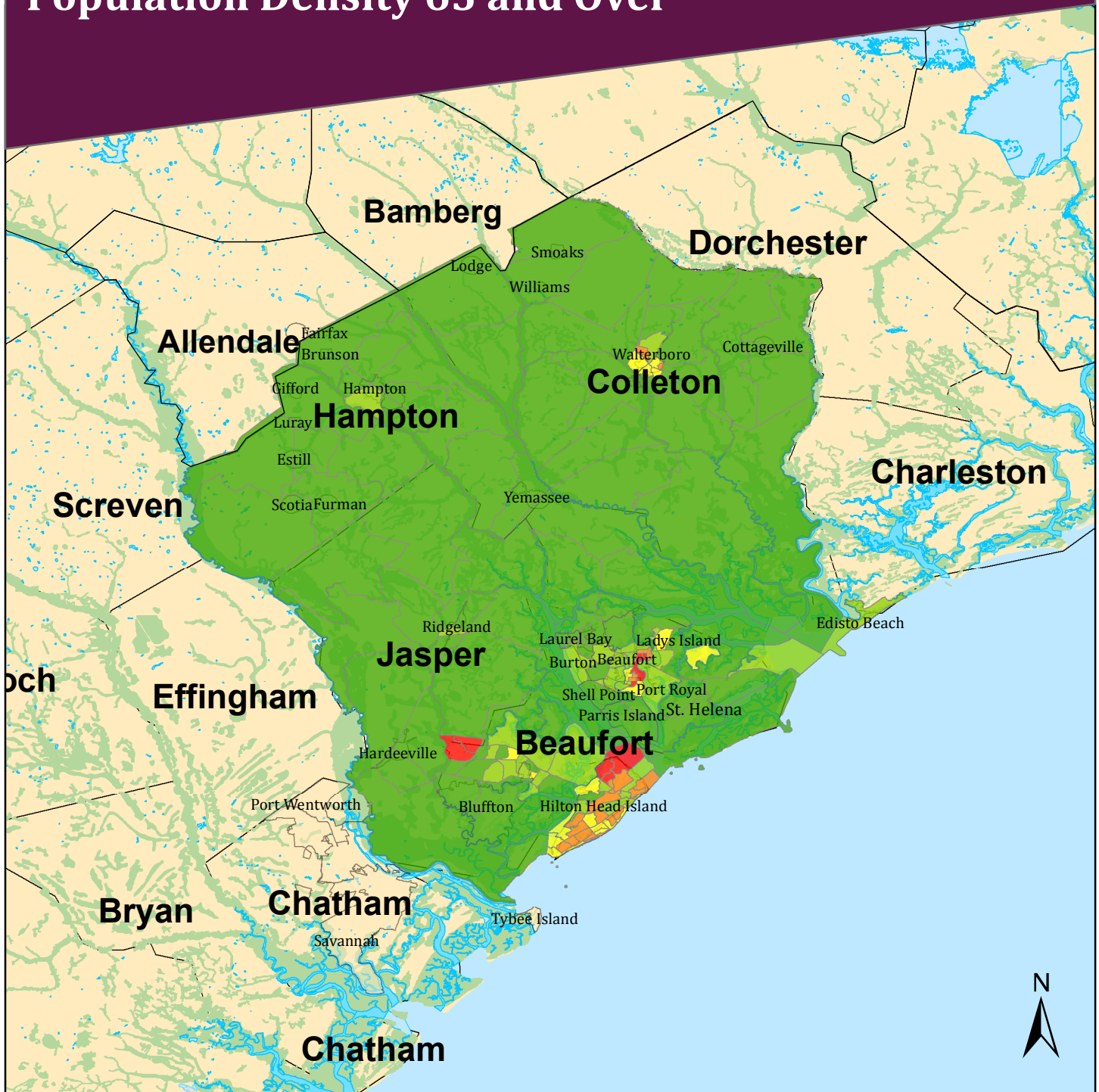
Older adults are most likely to use transportation services when they are unable to drive themselves or choose not to drive. Older adults also tend to be on a limited retirement income and, therefore, transportation services often are a more economical option to owning a vehicle. For these reasons, the population of older adults in an area is an indicator of potential transit demand.

Furthermore, there is a trend occurring in the United States relating to the aging of the population. Nationally, the two age cohorts with the largest percentage of growth over the last decade were the 50-54 year old cohort and the 45-49 year old cohort. People in these two age groups were primarily born during the post-WWII “baby boom,” era defined by the Census Bureau as persons born from 1946 through 1964. These baby boomers are now reaching the age of 65 and are becoming increasingly more likely to use transportation services, if they are available.

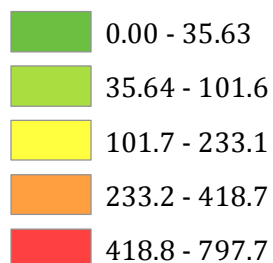
The Administration on Aging (U.S. Department of Health and Human Services) reports that, based on a comprehensive survey of older adults, longevity is increasing and younger seniors are healthier than in all previously measured time in our history. An individual’s desire to live independently will put increasing pressure on existing transit services to provide mobility to this population as they begin to give up their driver’s licenses. As older adults live longer and remain independent, the potential need to provide public transit is increased.

Exhibit 13 illustrates the population of persons over 65 years of age per square mile by block group. Concentrations of this age group are spread throughout the region. Block groups with the highest densities are located in Beaufort County around Beaufort and Port Royal. These block groups with individuals 65 and over have a density of 418.8 to 797.7 persons per square mile. Moderately high to moderate concentrations of older adults, ranging from 233.2 to 418.7 persons per square mile, are in the Walterboro and Hilton Head Island areas.

Exhibit 13 - Lowcountry Population Density 65 and Over



Persons Per Square Mile



Lowcountry Coordinated Transportation Expansion Plan

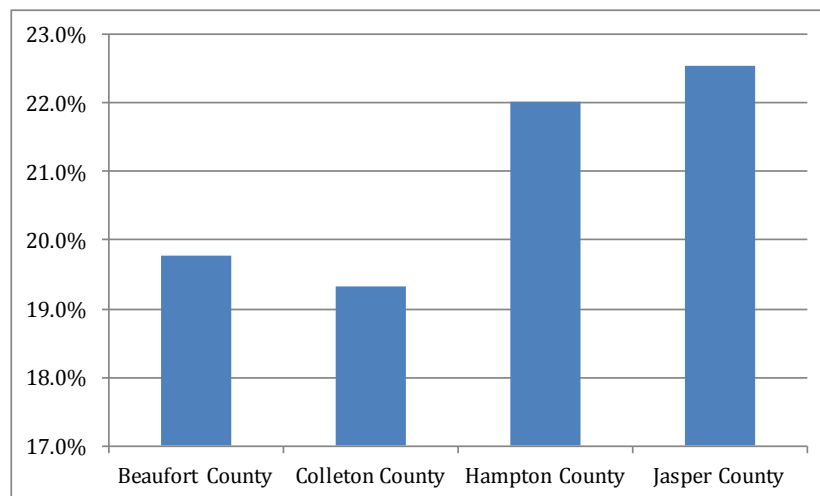
INDIVIDUALS WITH DISABILITIES

Enumeration of the population with disabilities in any community presents challenges. First, there is a complex and lengthy definition of a person with a disability in the Americans with Disabilities Act implementing regulations, which is found in 49 CFR Part 37.3. This definition, when applied to transportation service applications, is designed to permit a functional approach to disability determination rather than a strict categorical definition. In a functional approach, the mere presence of a condition that is typically thought to be disabling gives way to consideration of an individual's abilities to perform various life functions. In short, an individual's capabilities, rather than the mere presence of a medical condition, determines transportation disability.

The U.S. Census offers no method of identifying individuals as having a disability that impairs one's ability to use traditional public transit services. The best available data for Lowcountry is available through the 2000 U.S. Census estimate of individuals with "go-outside the home" disabilities. The U.S. Census defines a "go-outside the home" disability as a disability that restricts a person's ability to leave the home alone for shopping or medical trips.

Despite the age of the data, it should be noted that due to the population size of the Lowcountry region being primarily non-urbanized, the 2000 U.S. Census provides the most accurate data available. Exhibit 14 provides a comparison of the percent of total population, 16 and over, with a disability in each county. With an estimated 22.6 percent of the total population having a disability that limits one's ability to leave his or her home unassisted, Jasper County has the highest percent of total population with a classification of disability. Hampton County had an estimated 22.0 percent of the total population having a "go-outside the home" disability which was a close second. Beaufort and Colleton Counties have an estimated population of 19.8 percent and 19.3 percent individuals with a "go-outside the home" disability.

Exhibit 14
Disability Incidence by Age Group by County

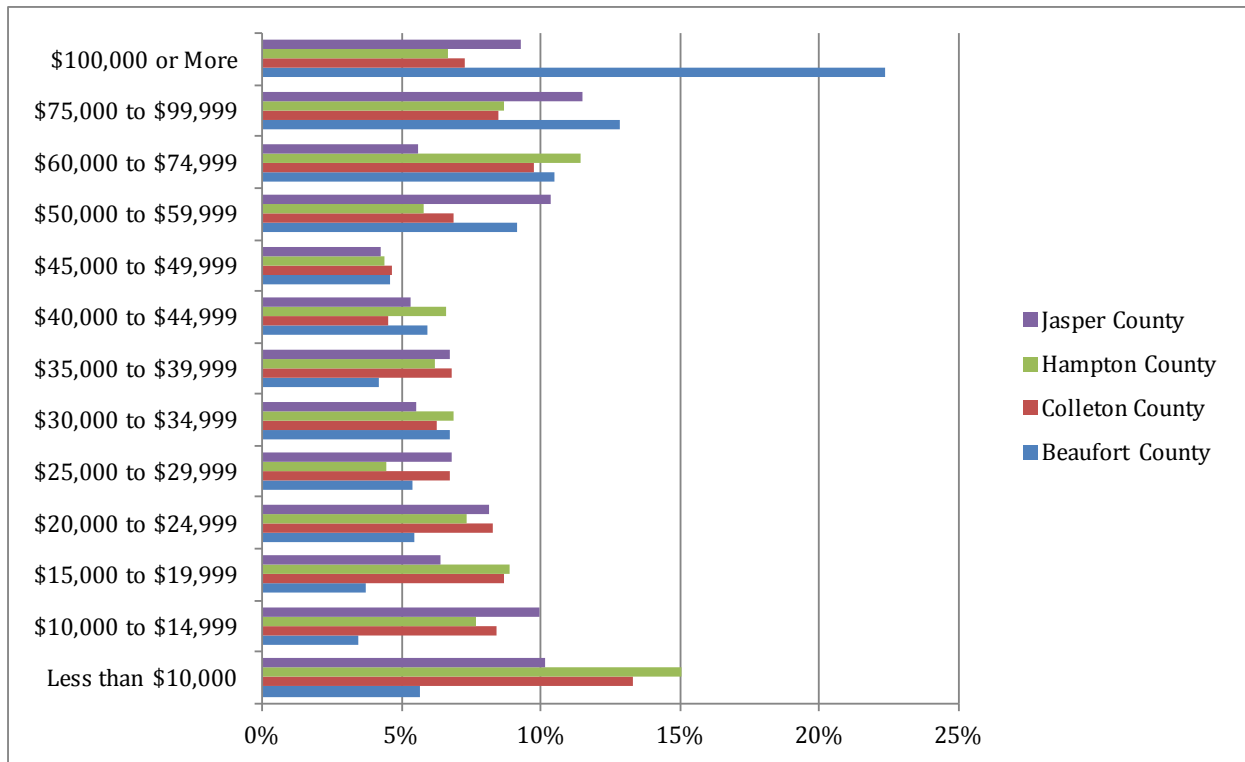


Source: 2000 U.S. Census

HOUSEHOLD INCOME

Exhibit 15 illustrates the household incomes according to the American Community Survey (ACS) 2006 to 2010. There are a total of 93,578 households in the project study area. Of those households, about 30 percent earn an annual income of less than \$30,000. Nearly 15 percent of Hampton County households and over 13 percent of Colleton County households earn less than \$10,000, annually. In comparison, over 22 percent of Beaufort County households earn more than \$100,000 annually, making it the wealthiest county in the region. The median household income for each county is listed in Exhibit 16.

Exhibit 15
Household Income by County



Source: ACS 2006-2010

Exhibit 16
Median Household Income

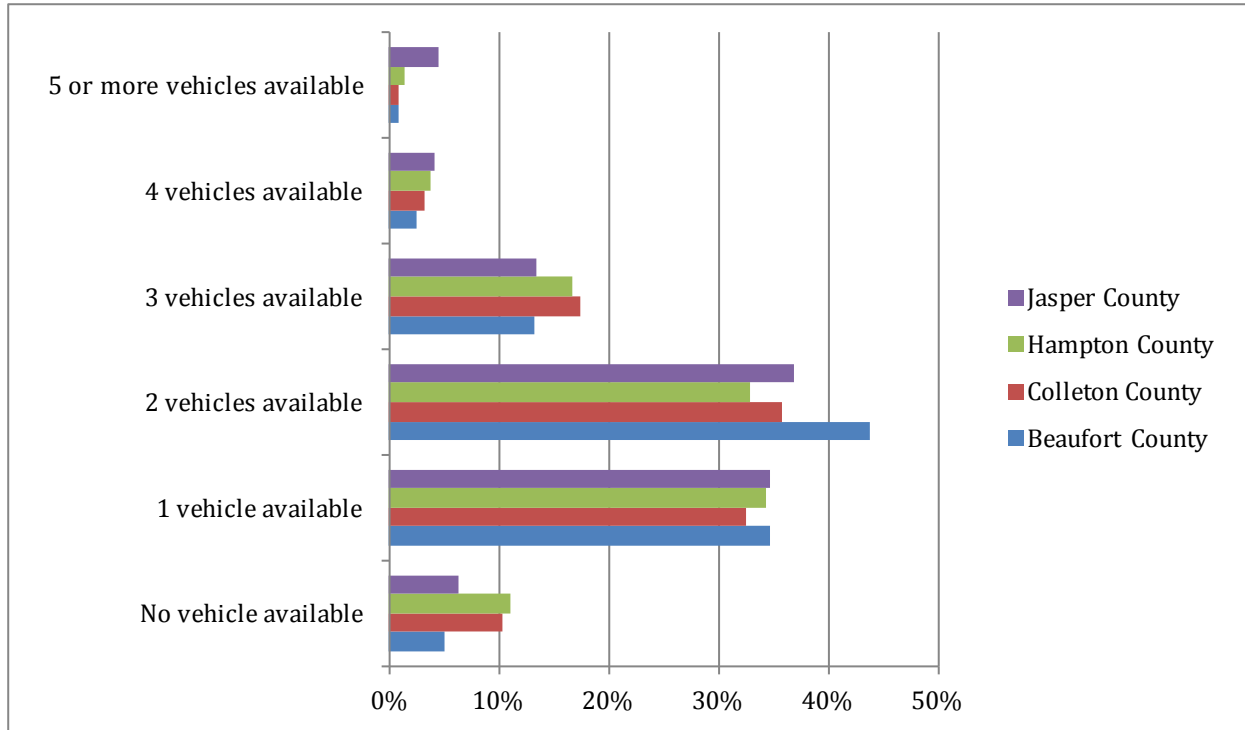
County	Median Income
Beaufort	\$55,286
Colleton	\$33,263
Hampton	\$34,846
Jasper	\$37,393

Source: ACS 2006-2010

ZERO VEHICLE HOUSEHOLDS

The number of vehicles available to a housing unit is also used as an indicator of demand for transit service. There are 6,107 households (6.5 percent) in the study area that have no available vehicle. The majority of the households in Lowcountry have one or two vehicles available. Exhibit 17 shows vehicle availability by the number of households in the each county.

Exhibit 17
Zero Vehicle Households

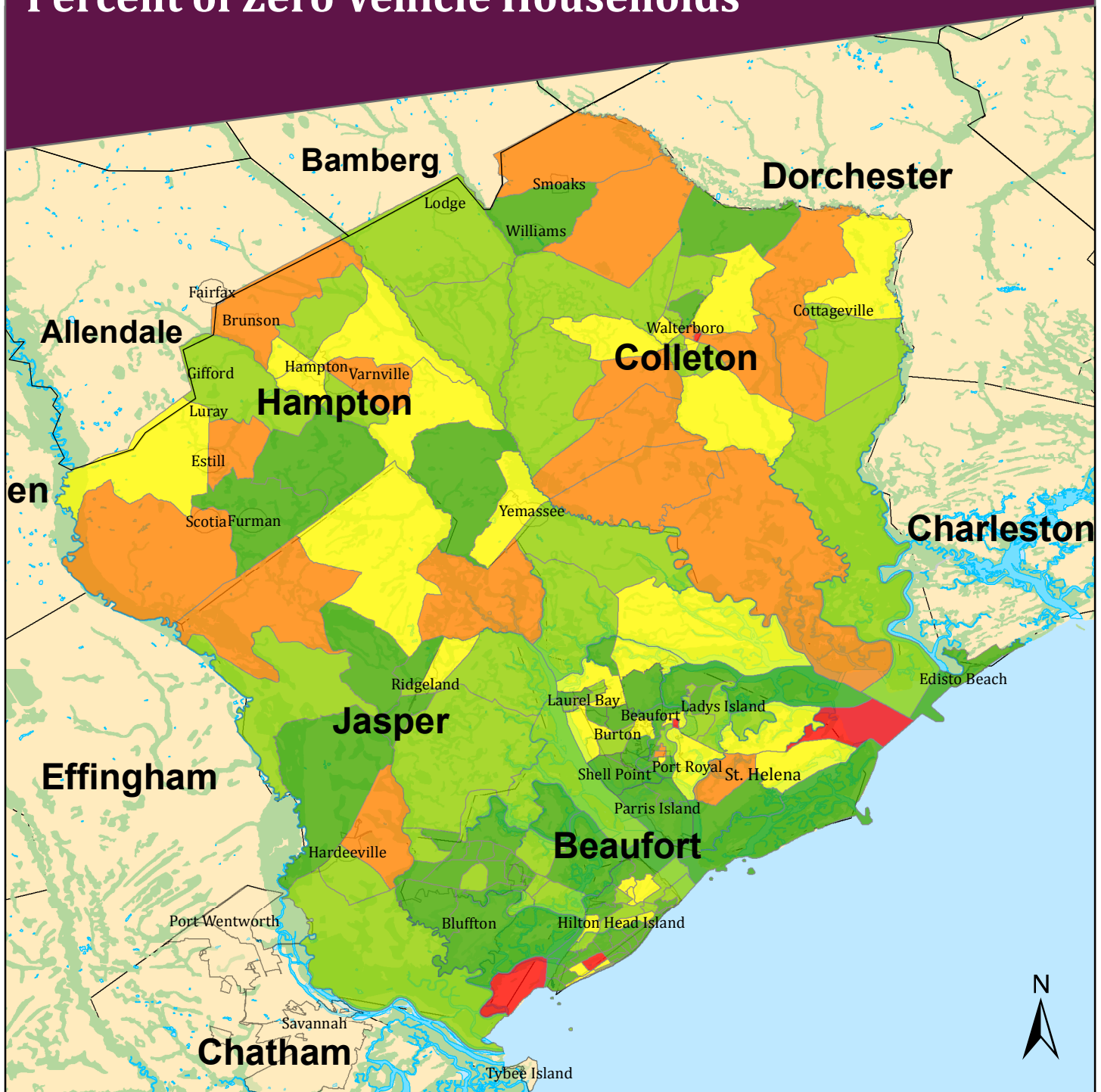


Source: ACS 2006-2010

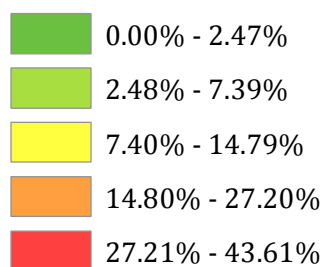
Exhibit 18 illustrates the percentage of housing units that have no vehicle available, according to ACS 2006 to 2010 data. The block groups with the darkest shading have the highest percentage of housing units with no available vehicles. The block group locations with the highest concentration of these households are only within Beaufort County; over 27 percent of households within these block groups have no vehicle available. This may seem contradictory to the bar chart in Exhibit 17, but it is not. While Beaufort County has the lowest total number of households without a vehicle, it also has some block groups that have the highest concentrations of zero vehicle households in the area. High concentrations of zero vehicle households are sometimes due to the presence of retirement homes or group homes for individuals with disabilities.

Areas with a low (7.4% to 14.7%) and moderately high percentage (ranging from 14.8% to 27.2%) of zero vehicle households can be found throughout the study area.

Exhibit 18 - Lowcountry Percent of Zero Vehicle Households



ZVH/Households



Lowcountry Coordinated Transportation Expansion Plan

POPULATION AGE 18 TO 24 YEARS OLD

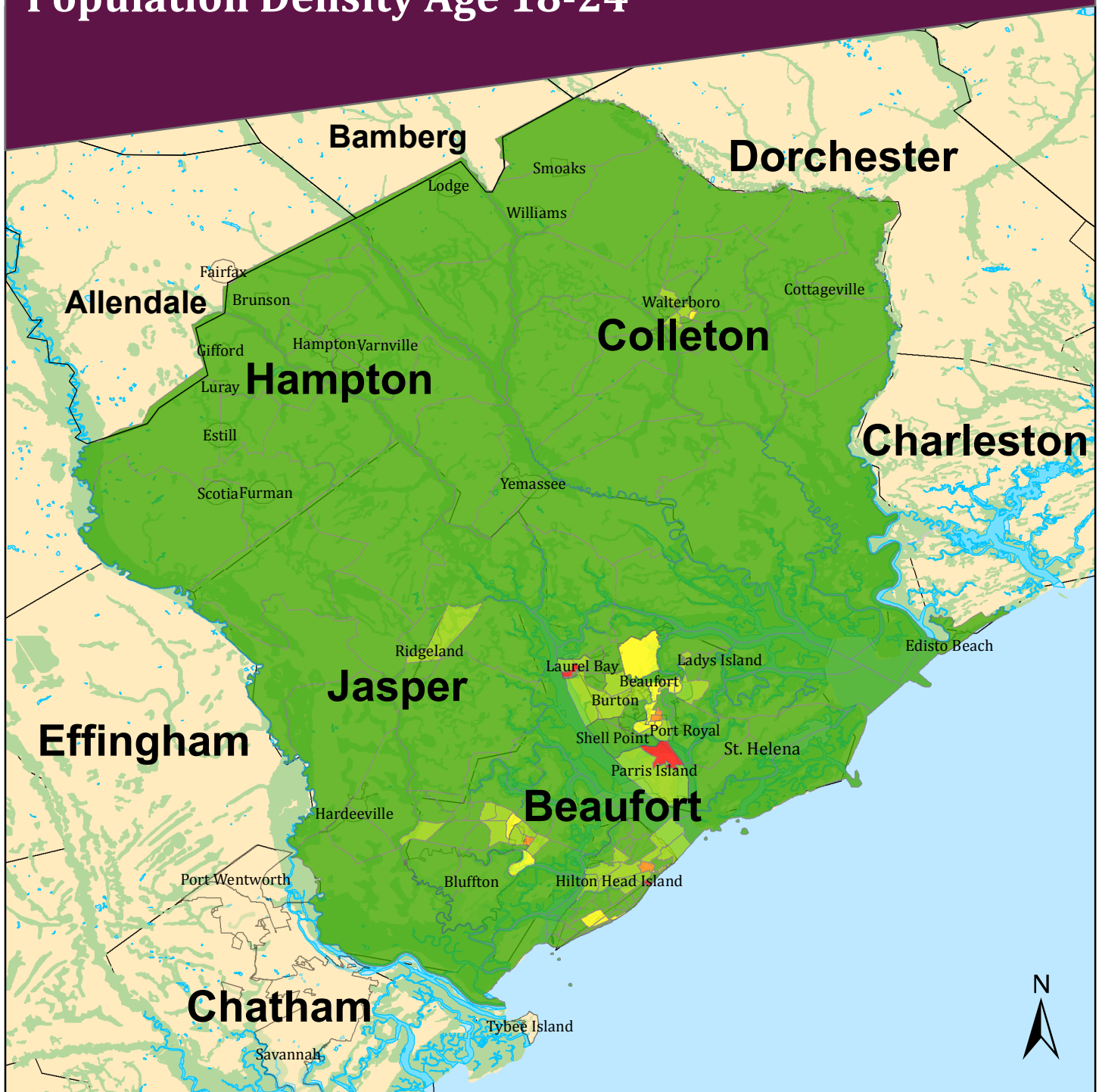
The population age 18 to 24 is another indicator for public transportation demand because it represents college-age individuals who typically earn a lower income when compared to working adults.. Exhibit 19 visually represents where concentrations of this population are located in the study area. Areas with the highest concentration of population age 18 to 24 are located in Parris Island and Laurel Bay. This can be attributed to the presence of the Marine Corps in Parris Island and Beaufort, as well as the Technical College of the Lowcountry, the University of South Carolina Beaufort, and Webster University.

MAJOR TRIP GENERATORS

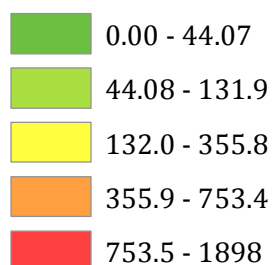
The term “trip generator” is used to describe locations where concentrations of people are likely to live (apartment complexes, nursing homes, etc.) or where people are likely to meet their shopping, child care, health care, educational, or employment needs.

The most common trip origins and destinations according to data provided by the Lowcountry Mobility Manager are shown in Exhibit 20. Exhibit 21 is a listing of the points that are plotted in Exhibit 20.

Exhibit 19 - Lowcountry Population Density Age 18-24

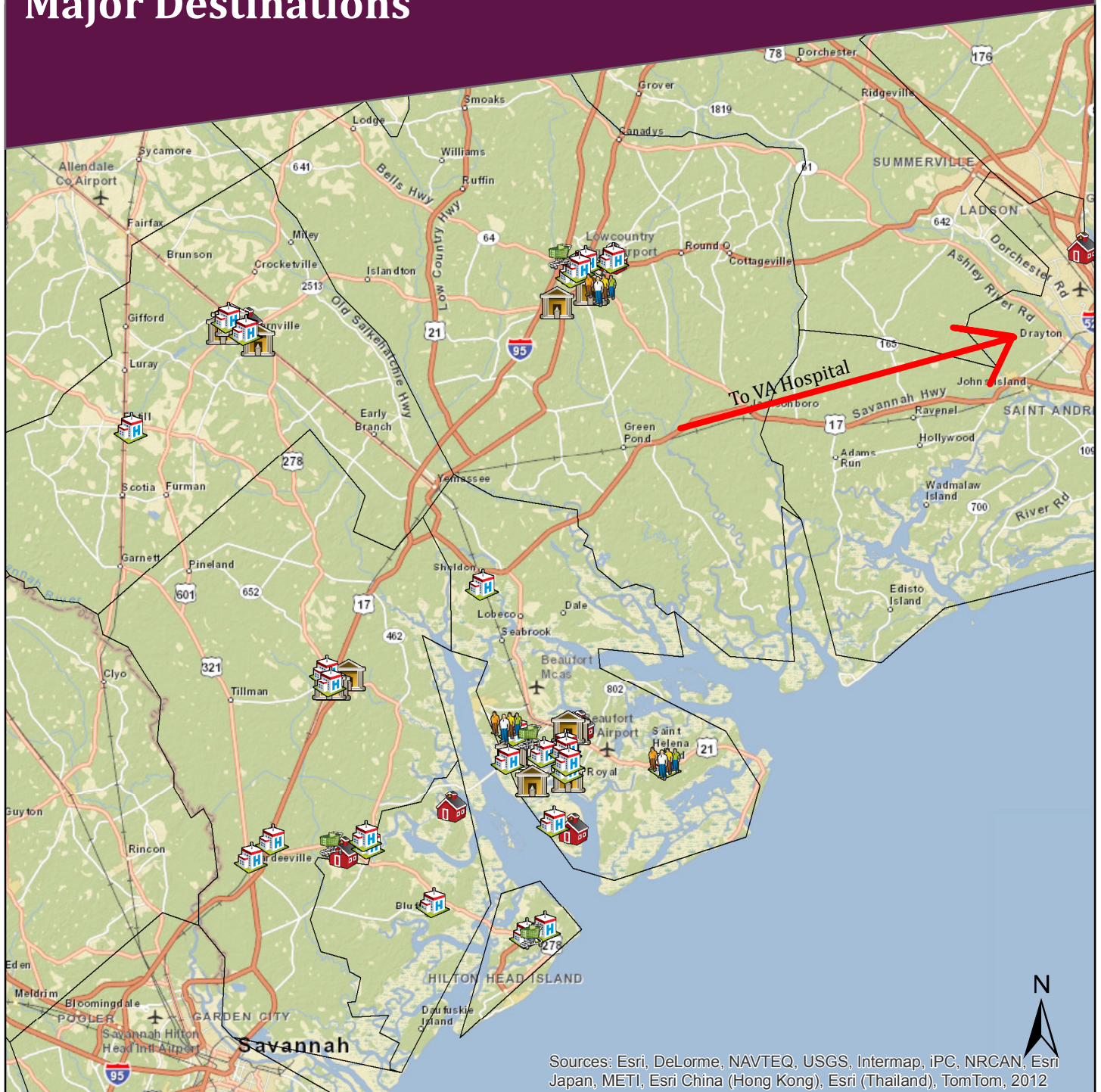


Persons Per Square Mile



Lowcountry Coordinated Transportation Expansion Plan

Exhibit 20 - Lowcountry Major Destinations



Lowcountry Coordinated Transportation Expansion Plan

Major Destinations



Schools & Universities



Shopping/Employment



Senior Centers/Agencies



Medical Facilities



Human and Social Services

Destination Name	Street Address	Town	Zip	County
Wal-Mart (Hardeeville)	4400 US Highway 278	Hardeeville	29927	Jasper
Wal-Mart (Beaufort)	350 Robert Smalls Parkway	Beaufort	29906	Beaufort
Wal-Mart (Hilton Head)	25 Pembroke Drive	Hilton Head Island	29926	Beaufort
Wal-Mart (Walterboro)	2110 Bells Highway	Walterboro	29488	Colleton
Technical College of the Lowcountry (Beaufort Campus)	921 Ribaut Road	Beaufort	29902	Beaufort
Technical College of the Lowcountry (Bluffton Campus)	100 Community College Drive	Bluffton	29909	Beaufort
Technical College of the Lowcountry H. Mungin Center	54 Tech Circle	Varnville	29944	Hampton
Technical College of the Lowcountry Colleton County Quick Job Center	1085 Thunderbolt Dr.	Walterboro	29488	Colleton
SC Vocational Rehabilitation (Beaufort)	747 Robert Smalls Pkwy	Beaufort	29906	Beaufort
SC Vocational Rehabilitation (Walterboro)	919 Thunderbolt Dr	Walterboro	29488	Colleton
University of South Carolina Beaufort (Beaufort Campus)	801 Carteret Street	Beaufort	29902	Beaufort
University of South Carolina Beaufort (Bluffton Campus)	One University Boulevard	Bluffton	29909	Beaufort
Beaufort Jasper Hampton Comprehensive Health Services (Chelsea Clinic)	721 N Okatie Hwy	Okatie	29909	Beaufort
Beaufort Jasper Hampton Comprehensive Health Services (Ridgeland Clinic)	1520 Grays Highway	Ridgeland	29936	Jasper
Beaufort Jasper Hampton Comprehensive Health Services (Hardeeville Clinic)	522 Stiney Road	Hardeeville	29927	Jasper
Beaufort Jasper Hampton Comprehensive Health Services (Estill Clinic)	454 Second Street	Estill	29918	Hampton
Beaufort Jasper Hampton Comprehensive Health Services (Hampton Clinic)	200 Elm Street	Hampton	29924	Hampton
Beaufort Jasper Hampton Comprehensive Health Services (Sheldon Clinic)	211 Paige Point Road	Sheldon	29940	Beaufort
Beaufort Jasper Hampton Comprehensive Health Services (St. Helena Clinic)	41 Ball Park Road	St. Helena	29920	Beaufort
Beaufort Jasper Hampton Comprehensive Health Services (Port Royal Clinic)	1320 South Ribaut Road	Beaufort	29902	Beaufort
Beaufort Memorial Hospital	955 Ribaut Road	Beaufort	29902	Beaufort
Coastal Carolina Hospital	1000 Medical Center Drive	Hardeeville	29927	Jasper
Hampton Regional Medical Center	595 West Carolina Ave	Varnville	29944	Hampton
Hilton Head Hospital	25 Hospital Center Blvd	Hilton Head Island	29926	Beaufort
Beaufort VA Medical Clinic	1 Pinckney Blvd.	Beaufort	29902	Beaufort
Beaufort County Adult Education	2900 Mink Point Blvd	Beaufort	29902	Beaufort
Beaufort County SCWorks	164 Castle Rock Rd	Beaufort	29901	Beaufort
Hampton County SCWorks	12 E Walnut st	Hampton	29924	Hampton
Jasper County SCWorks	11332 N. Jacobs Smart Blvd	Ridgeland	29936	Jasper
Colleton County SCWorks	101 Mable T. Willis Blvd	Walterboro	29488	Colleton
Coastal Empire Community Mental Health (Recovery Center)	62 Possum Hill Rd	Burton	29906	Beaufort
Coastal Empire Community Mental Health (Beaufort Clinic)	1050 Ribaut Road	Beaufort	29902	Beaufort
Coastal Empire Community Mental Health (Ridgeland Clinic)	1510 Grays Highway	Ridgeland	29936	Jasper
Coastal Empire Community Mental Health (Walterboro Clinic)	507 Forest Circle	Walterboro	29488	Colleton
Coastal Empire Community Mental Health Magnolia Place Clubhouse	2004 North Jefferies Blvd.	Walterboro	29488	Colleton
Coastal Empire Community Mental Health (Varnville Clinic)	65 Forrest Drive	Varnville	29944	Hampton
Coastal Empire Community Mental Health (Hilton Head Clinic)	151 Dillon Road	Hilton Head	29925	Beaufort
Jasper County Department of Social Services	10908 N. Jacob Smart Blvd.	Ridgeland	29936	Jasper
Beaufort County Department of Social Services	1905 Duke St.	Beaufort	29902	Beaufort

Destination Name	Street Address	Town	Zip	County
Colleton County Department of Social Services	215 S. Lemacks St.	Walterboro	29488	Colleton
Hampton County Department of Social Services	102 Ginn Altman Ave.	Hampton	29924	Hampton
Colleton County Board of Disabilities and Special Needs	119 Charles St.	Walterboro	29488	Colleton
Colleton County Council on Aging	39 Senior Avenue	Walterboro	29488	Colleton
Hampton County Board of Disabilities and Special Needs	210 Hampton St.	Hampton	29924	Hampton
Beaufort County Board of Disabilities and Special Needs	1804 Old Shell Rd.	Port Royal	29935	Beaufort
Senior Services of Beaufort Burton Wells Senior Center	1 Middleton Recreation Drive	Burton	29906	Beaufort
Senior Services of Beaufort St. Helena Senior Center	41 Ball Park Road	St. Helena	29920	Beaufort
Social Security Administration	646 ROBERT SMALLS PKWY	Beaufort	29906	Beaufort
Social Security Administration	502 ROBERTSON BLVD	Walterboro	29488	Colleton
Colleton Medical Center	501 Robertson Boulevard	Walterboro	29488	Colleton
Fresenius Medical Care - Hilton Head Dialysis	25 Hospital Center Blvd	Hilton Head Island	29926	Beaufort
Fresenius Medical Care - Marshlands Dialysis Center	28 Rice Pond Road,	Ridgeland	29936	Jasper
DaVita - Ridgeland Dialysis	112 Weathersbee St.	Ridgeland	29936	Jasper
Fresenius Medical Care - Lowcountry Dialysis	10 Johnny Morrall Circle, Two Professional Dr	Port Royal	29935	Beaufort
DCI Port Royal	300 Midtown Dr	Beaufort	29906	Beaufort
Beaufort County Public Health Department	601 Wilmington Street	Beaufort	29902	Beaufort
Bluffton Public Health Center	4819 Bluffton Parkway	Bluffton	29910	Beaufort
Hampton County Public Health Department	531 Carolina Avenue West	Varnville	29924	Hampton
Jasper County Public Health Department	359 E. Wilson Street	Ridgeland	29936	Jasper
Beaufort County VA Office	1905 Duke St.	Beaufort	29901	Beaufort
Jasper County VA Office	7554 West Main Street (Hwy 336)	Ridgeland	29936	Jasper
Colleton County VA Office	219 S. Lemacks Street	Walterboro	29488	Colleton
Hampton County VA Office	13 Maple Street, East	Hampton	29924	Hampton
Trident Technical College	7000 Rivers Avenue	North Charleston	29406	
VA Hospital	109 Bee Street	Charleston	29401	
Hampton COA Dialysis	302 Ruby Street	Walterboro	29488	Colleton
Naval Hospital	1 Pinckney Retreat	Beaufort	29902	Beaufort
US Marines Corps	283 Blvd. de France	Parris Island	29905	Beaufort

VII. TRANSIT DEMAND ANALYSIS

TRANSIT PROPENSITY SCORE

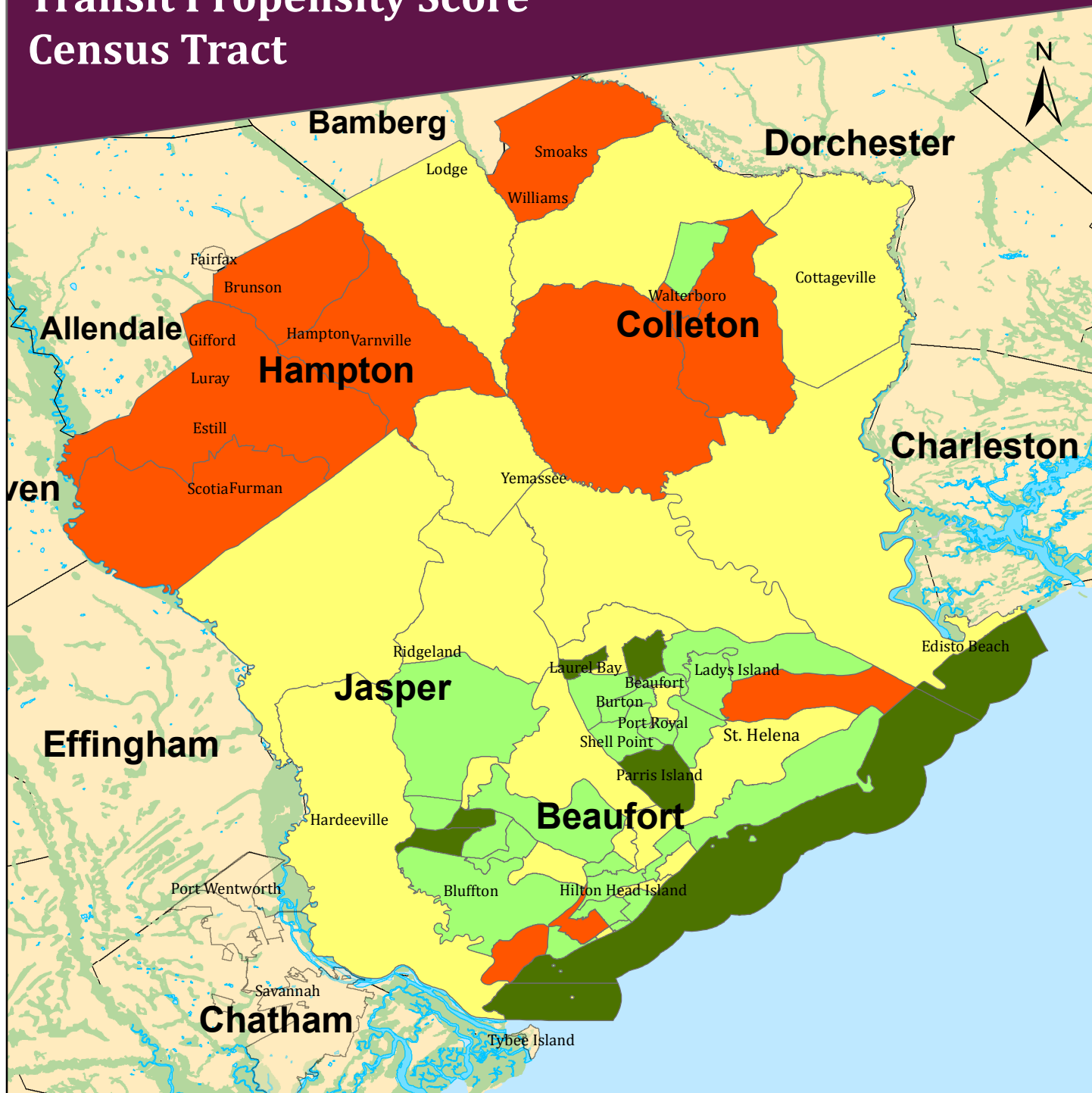
Transit propensity is a measure of the likelihood that a local population will use transit service, were it available to them, taking into account their demographic characteristics. Demographic factors that reflect overall need for public transportation were identified and compiled locally at the U.S. Census tract level. These demographic categories are:

- ◆ Zero-vehicle households;
- ◆ Persons age 65 or older;
- ◆ Persons ages 18 to 24;
- ◆ Households below the poverty level; and
- ◆ Individuals with disabilities (go outside the home mobility limitations)

Based on the *Transit Cooperative Research Program (TCRP) Report 28: Transit Markets of the Future, the Challenge of Change*, transit propensity factors were determined for each of the three demographics in Beaufort, Colleton, Hampton, and Jasper counties. Population and household densities were calculated for each census tract and for each of these demographic factors and placed into high, moderate, and low categories based on a +/- one standard deviation calculation. The census tracts that had high ratings for these demographic factors were identified as having the greatest need for transportation services.

Exhibit 22 shows the areas where transit demand is the highest and lowest in the Lowcountry region. Populations with a high need are mainly located in Jasper and Colleton counties. Transit demand is higher in these two counties due to higher than average densities of zero-vehicle households, persons age 18 to 24, persons age 65 and older, and households below the poverty level. It is noted that the Census data for any of these demographic categories also includes individuals with mobility limitations which is not a separate measure.

Exhibit 22 - Lowcountry Transit Propensity Score Census Tract



Category

- High
- Moderate
- Low
- Very Low

Lowcountry Coordinated Transportation Expansion Plan

POTENTIAL DEMAND FOR TRANSIT SERVICES

The previous analysis was designed to identify those areas of the four-county region that were most likely to need transit services. In order to quantify this demand, a second methodology was used to estimate demand for public transportation in rural areas. This model estimates the potential demand for public transportation based on a combination of demographic factors and the following service factors. These include:

- ◆ Annual vehicle miles;
- ◆ Annual vehicle hours;
- ◆ Service area size;
- ◆ Vehicle miles for individuals with mobility limitations; and,
- ◆ Non-taxi vehicle miles available to the general public.

The quantifying methodology is again built on a TCRP research study and has proven effective in other rural applications. The TCRP Project B-36: *Methods for Forecasting Demand and Quantifying Need for Rural Passenger Transportation* (2009). The TCRP report defines demand as the estimated number of trips generated within the service area in a given year. Using this methodology, an estimate of trips within the service area was made.

Estimates for the service factors were developed based on existing service provided in the Beaufort, Colleton, Hampton, and Jasper counties. These include transportation service provided by the human service agencies participating in this project, Palmetto Breeze, and private transportation providers (where data was available). The total estimated non-taxi general public rural vehicle miles currently provided are 770,877, which is the level of service for Palmetto Breeze. Annual general public vehicle hours are estimated at 19,625, and the study area is approximately 2,848 square miles (please see Exhibit 23). The total annual vehicle miles available to people age 60 and older include service provided by Beaufort, Hampton, and Jasper County Councils on Aging (COA). Data was not provided from Colleton County COA. The total annual vehicle miles available to persons participating in Day Programs includes Beaufort, Colleton, and Jasper County Boards of Disabilities and Special Needs programs. Vehicle miles for mental health or physical health appointments was provided by Coastal Empire, Colleton County Disabilities and Special Needs, and Ralph H. Johnson Veterans Affairs Medical Center. Employment related vehicle miles are provided by Beaufort County Board of Disabilities and Special Needs.

Exhibit 23: Available Service Inputs

General Public Rural Demand Model - Service Inputs	
Study Area Current Vehicle Miles	770,877
Study Area Current Vehicle Hours	19,625
Service Availability Inputs	
Size of the Service Area	2,848
Vehicle Miles Available to Persons Age 60 and Above	126,954
Vehicle Miles for Mental or Physical Health	241,209
Vehicle Miles for Day Programs	202,485
Non-General Public Vehicle Miles for Employment	11,424

Based on the existing service available, the total population and service area size, the demand model provides estimates of the total general public demand for transportation by one-way passenger trip. Please note, these trips include those trips taken by COA and DSN consumers riding on Palmetto Breeze vehicles. The estimates are shown in Exhibit 24. Two estimates have been developed: one based on service hours, the other based on service miles.

Exhibit 24: General Public Demand

Projected Demand from the General Public for Annual One-Way Passenger	Annual One-Way Passenger Trips
Estimate of Rural Transit Trips Based on Vehicle Miles	125,934
Estimate of Rural Transit Trips Based on Vehicle Hours	102,842

The same TCRP model can utilize demographic information from the 2010 American Community Survey (ACS) to identify portions of the population likely to use available public transportation for program purposes and for the general public. The demand estimation is comprised of demographic data relating to a variety of groups. Exhibit 25 outlines the demographic inputs for the demand model. A subgroup of individuals with mobility limitations is provided to illustrate the people of school or working age.

Exhibit 25: Demographic Inputs Used in Human Service Agency Program Demand Estimates

Demographic Inputs	Colleton	Beaufort	Jasper	Hampton	Total
Total Population	38,913	143,421	21,569	21,108	225,011
Persons Age 16 and Older	29,730	112,442	16,694	16,148	175,014
Persons Age 60 and Older	7,705	33,991	3,839	3,652	49,187
Mobility Limited Population	2,594	4,526	1,074	1,581	9,775
Mobility Limited Ages 16 to 64	1,256	1,738	356	636	3,986

The number of estimated individuals with mobility limitations was obtained through the ACS. This number was generated by multiplying the number of individuals with disabilities in the study area by the percent of the population who indicated a having a disability that limits them from leaving the home without assistance.

To estimate the number of individuals under age 65 living below the poverty level, ACS estimates of male and female populations under the poverty level were obtained. This information was entered into the demand estimate model to predict the transportation demand for the study area. The demand model performs a program and non-program demand estimate based on the demographic data provided for the study area. Program related demand is equal to demand for human service agency trip purposes. The following exhibit summarizes the results for the projected number of annual one-way passenger trips by human service agency program.

Exhibit 26: Rural Human Service Agency Transportation Program Demand Estimates Based on Demand Model Outputs

Rural Human Service Agency Program Demand Model - Service Outputs <i>Annual Program Trip Estimation</i>	Annual One-Way Passenger Trips
Developmental Services: Adult	160,000
Developmental Services: Early Intervention	23,700
Job Training/Employment	154,900
Mental Health and Physical Health Services	143,000
Senior Nutrition	278,000
Total Rural Human Service Agency Program Demand	759,600

The demand for human service agency program based transportation estimated a total of 759,600 annual one-way passenger trips. This number may include some trips that are not eligible for consolidation because they are for residential homes. This result is based on the estimated demand for the following ten programs:

- ◆ Beaufort County Council on Aging
- ◆ Beaufort County Board of Disabilities and Special Needs
- ◆ Beaufort Hampton Jasper Comprehensive Health Services
- ◆ Coastal Empire Community Mental Health
- ◆ Colleton County Board of Disabilities and Special Needs
- ◆ Hampton County Council on Aging
- ◆ Jasper County Council on Aging
- ◆ Jasper County Board of Disabilities and Special Needs
- ◆ Ralph H. Johnson VA Medical Center
- ◆ Palmetto Breeze

Some programs were excluded from this analysis because no data was provided; for example, no information was available for Colleton County Council on Aging and it has not been included in this model.

COMPARATIVE ANALYSIS: PROJECTED DEMAND VS. CURRENT SERVICES

The final step in this transit demand analysis is the comparative assessment of existing services and the output from the demand model. Data provided by the participating agencies and organizations were used to determine that the transportation providers in Beaufort, Colleton, Hampton, and Jasper counties provided a total of approximately 310,317 annual one-way passenger trips. Excluding Palmetto Breeze (the only participating public transit provider) from the total, an estimated 261,117 annual one-way trips are provided for human service agency program purposes. For the purpose of this analysis, the remaining Palmetto Breeze trips, after taking into account its human service agency purchase of service contract ridership, are classified as general public. Also, all Council on Aging trips are classified as senior nutrition trips.

Based on the analysis, the modeling process suggests that the existing providers meet about 29 percent of the projected demand for human service agency program-related transportation. There appears, however, to be considerably less service made available for employment training and job-related activities. The discrepancy may be, at least in part, due to incomplete data available for certain organizations that do not track the number of passenger trips provided each year for employment. The gap in senior nutrition, mental health and physical health services is likely to be served in a large part by Palmetto Breeze (and therefore counted as program services in this model). It appears that Boards of Disabilities and Special Needs are serving 95 percent of the demand for day program services.

Exhibit 27: Comparative Analysis of Human Service Agency Program Transportation Demand, and Existing Services

Rural Human Service Agency Program Demand Model	Projected Demand	Existing Services	Demand Unmet
Developmental Services: Adult	160,000	152,490	5%
Developmental Services: Early Intervention	23,700	0	100%
Job Training/Employment	154,900	11,424	93%
Mental Health and Physical Health Services	143,000	21,774	85%
Senior Nutrition	278,000	75,429	73%
Total Rural Human Service Agency Program Demand	759,600	261,117	71%

CONCLUSIONS

Based on the above analysis, the following conclusions can be drawn:

- ◆ There are segments of the service area where there are significant population densities which lead to higher demand for transit services. Areas of highest population density are in the areas of Port Royal, Parris Island, Laurel Bay, Beaufort, Bluffton, and Walterboro. According to local stakeholders, it is unlikely that most Parris Island residents will be able to use public transit.
- ◆ Areas with highest densities of zero vehicle households are located in Walterboro, Beaufort, south of Bluffton and on St. Helena Island (refer to Chapter VI for more details).

- ◆ Areas with the highest densities of households below the poverty level are in Walterboro, Estill, Yemassee, Ridgeland, and Port Royal.
- ◆ Projected demand exceeds current transportation services; this is not unusual because insufficient revenue in non-urbanized areas for transit services is common.
- ◆ Demand estimation is not exact; because of the method of tracking passenger trips provided by human service agencies, the consultant relied on reported data and proven demand estimation methodologies.
- ◆ There appear to be unmet needs for all program services. This is not an uncommon finding as funding for senior transportation, employment-related services, and transportation for individuals with disabilities has diminished over recent years.
- ◆ There may be a need to make some adjustments to the demand estimates; however, there is some confidence that if additional transportation services were available, Palmetto Breeze could generate additional general public trips each year. Additionally, the projected number of human service agency program trips currently delivered in the study area is far below projections.
- ◆ Palmetto Breeze and other providers operate a mixture of demand response and route services; these modes appear to be the most appropriate given general conditions and mostly rural nature of the four-county area.
- ◆ Taking opportunities to share trips when feasible will help providers work to meet the gaps in services. Furthermore, coordinating the existing financial resources to provide transportation services will stretch the local dollars and allow for more efficient use of existing vehicles, staff, and other resources.

VIII. MAJOR EMPLOYER SURVEY

INTRODUCTION

The purpose of the major employer survey was to involve the area's local employers into the coordinated transportation effort and explore unmet transportation needs related to gaining and maintaining reliable employees.

METHODOLOGY

The consultant prepared a brief on-line survey for major employers and invited the participating towns, Chambers of Commerce, and Economic Development offices to distribute the survey to their major employers. The initial invitation was distributed by the Lowcountry Council of Governments. Project Advisory Committee members were also invited to participate, as appropriate. The survey was available from April 30, 2012 through June 1, 2012.

The survey was written for the Human Resources managers, Chief Executive Officers, or managers of local businesses. Understanding that these individuals have demanding schedules, the survey focused on specific topics, including the following;

- ◆ Number of employees per shift;
- ◆ Parking challenges;
- ◆ Community where most employees reside and commute from (both within and outside of the project study area);
- ◆ Start and end time of each shift;
- ◆ Existing employer-organized carpool/vanpool or ride-share programs; and,
- ◆ Interest in participating in an organized carpool/vanpool/transit or other ride-share program.

It was decided by the project steering committee not to include military installations in the survey at this time. A survey of transportation needs for the military installations will be initiated by the Lowcountry Council of Governments and/or Palmetto Breeze upon initiation of the Veterans Transportation and Community Living Grant.

SURVEY RESULTS

A total of 12 employers completed the survey; these employers are listed below.

- ◆ PASOs c/o Beaufort, Jasper, Hampton Comprehensive Health Services, Inc.;
- ◆ Beaufort County Human Services Alliance;
- ◆ Coastal Empire CMH/South Carolina Department of Mental Health;
- ◆ Colleton County Economic Alliance;
- ◆ FMC Lowcountry Dialysis;
- ◆ Goodwill Industries of Lower South Carolina;

- ◆ Hampton County Disabilities and Special Needs Board;
- ◆ Jasper County Board of Disabilities and Special Needs;
- ◆ Jasper County School District;
- ◆ Senior Services of Beaufort County;
- ◆ South Carolina Vocational Rehabilitation Department (Beaufort office); and,
- ◆ United Way of Bamberg, Colleton, and Hampton counties.

Most of the survey respondents were human service agencies and therefore a strong representation of private employers in the region was not available due to lack of participation. Participating employers represent the communities of Port Royal, Ridgeland, Beaufort, Varnville, Walterboro, Port Royal, and Charleston. The participating organizations represent a variety of business purposes, including:

- ◆ Human Service Agencies (42%);
- ◆ County Government programs (25%); and
- ◆ Medical and Education (33%).

Employees commute from the following communities for work on a daily basis:

- ◆ Beaufort – Seven employers reported that the majority of their employees commute from Beaufort. The employers are located in Port Royal, Beaufort, Ridgeland, and North Charleston.
- ◆ Ridgeland – Three employers in Beaufort reported a significant number of workers from Ridgeland in Jasper County
- ◆ Estill, Varnville, and Yemassee - One employer (Hampton County Board of DSN in Varnville) reported that the majority of its employees commute from Estill, Varnville, Hampton, and Yemassee.
- ◆ Hampton – One employer (United Way in Walterboro) reported that the majority of its employees commute from Hampton.
- ◆ Ridgeland – Two employers (Jasper County DSN and Jasper County School District in Ridgeland) reported that the majority of their employees commute from Ridgeland.
- ◆ Walterboro – One employer (Colleton County Economic Alliance in Walterboro) reported that the majority of its employees commute from Walterboro.

A significant majority of employers reported that employees typically use a personal vehicle to travel to and from work. Jasper County School District reported that approximately 10 employees share rides with other employees to commute to and from work. And, Goodwill Industries reported that while the majority of its employees use a personal vehicle to commute to work, there are 10 people who use human service agency transportation, 20 who ride with family members, and two who bicycle to work on a regular basis. Individual survey results are included in the Appendix to this document.

None of the participating employers stated that they have been unable to employ an applicant because that individual did not have reliable transportation. The reason for this is likely due to the fact that most of the employers who responded are human service agencies. So, this survey result may not accurately reflect the needs of private businesses and other major employers.

Senior Services of Beaufort County and United Way of Bamberg, Colleton, and Hampton Counties indicated that they may be interested in participating in the payment of a reasonable passenger fare for each of their employees who might use public transportation.

All of the employers indicated that transportation is a significant barrier to self-sufficiency of clients, and sometimes their employees, and they would support the expansion of public and human service agency program-based transportation services in the area. One employer stated that *“As an economic developer, nearby jobs in Berkeley, Dorchester and Charleston Counties could be filled by Colleton County residents if reliable transportation can be established to some of the major employers like Continental Tire, Fruit of the Loom, Linde Lift Truck, Daimler Van Manufacturing, Cummins Turbo Charger, Venture Aerobearings, Boeing & Robert Bosch. We already have several thousand out-commuters driving to this market area daily. However, we do not have a grasp of what that represents in terms of skill-levels leaving daily. If these commuters could be surveyed, I suspect a healthy number are heading to these manufacturers and distributors and would avail an anchor population that would guarantee early ridership success. With new routes to any of these manufacturers, others without reliable transportation will be encouraged to seek good-paying jobs.”*

CONCLUSIONS

Overall, the participating employers support the expansion of public and human service agency transportation. Many of the employers view the unmet need from the perspective of their consumers rather than their employees. A broader distribution of the employer survey, to include the manufacturing and retail or food and beverage industries would yield stronger results. Unfortunately, repeated attempts to gather input from the employers had limited success. Because the employer survey was not the focus of this project scope of work, more expansive attempts at outreach were not feasible.

IX. PEER SYSTEM REVIEW

INTRODUCTION

Analysis of peers in the public, private, and human service transportation industry that have successfully implemented various phases of consolidation is helpful in development of expanded service consolidation in the study area. The following analysis includes information pertaining to effective policies and procedures of five consolidated or coordinated transportation programs.

METHODOLOGY

The consulting team developed a standard list of interview questions for peer transportation systems with input from the project steering committee. Then, the team researched consolidated transportation programs across the country that have had some measure of notable success in a function that is relevant to the Lowcountry consolidation project. Some of the peer systems have not yet achieved consolidation but have learned valuable lessons during the planning phases. Others have been successfully operating consolidated services for years.

The consolidated transportation projects were selected based on their organizational structure, and service area. Projects serving rural areas were targeted as a first priority; most of the selected programs operate in multi-county, rural environments.

The selected programs include the following:

- ◆ Western Piedmont Regional Transit Authority in Hickory, North Carolina;
- ◆ Mid-Florida Community Services in Brooksville, Florida;
- ◆ Three Rivers Regional Commission in Griffin, Georgia;
- ◆ Headwaters, Inc. in Rhinelander, Wisconsin; and,
- ◆ Purchase Area Regional Transit in Paducah, Kentucky.

RESULTS

The results of the peer analysis are summarized in the following paragraphs. Individual interview results are provided in the Appendix.

Western Piedmont Regional Transit Authority dba Greenway Public Transportation (GPT)

Overview

The Western Piedmont Council of Governments (WPCOG) serves the four western North Carolina counties of Alexander, Burke, Caldwell, and Catawba, commonly referred to as the UNIFOUR area. The annual operating budget for 2011 was \$3,100,000. Prior to consolidation into a regional system, each county operated independent transportation systems, along with a fixed route system serving

the cities of Hickory, Newton, and Conover. Portions of each county together form the Census-designated Hickory Urbanized Area.

In 2002, CTAA awarded a planning grant to Caldwell County to develop a transportation improvement plan for the four-county area that evaluated the feasibility of consolidating the area transportation programs into a regional system. The December 2004 report determined that, conceptually, consolidation was a realistic alternative. The plan recommended the creation of a new regional transportation authority and further planning work to develop the vehicle and facility needs and available resources, to develop a more specific budget, to build a community consensus and to develop scenarios for partial authority participation.

In 2005, the City of Hickory received the funds necessary to move forward with the preparation of an implementation plan for the regional public transportation system. Funding was derived from the Section 5311 planning funds from NCDOT. A study committee guided the consultant's, (KFH) progress in development of the Regional Transportation Implementation Plan. The study process and resulting plan provided the basis for the creation of the Western Piedmont Regional Transit Authority (WPRTA). NCDOT funds were used to support administrative and capital expenses for transition of services to the new transportation authority.

The implementation plan identified the following opportunities for coordination/consolidation among the four existing transportation systems in the region:

- ◆ Central Maintenance and Operating Facility
- ◆ Administrative Economies of Scale
- ◆ Operating Economies of Scale – Contractor Interest¹
- ◆ Training
- ◆ Service Coordination and the Development of Regional Service Routes
- ◆ Marketing and Advertising

The WPRTA was created by resolution from officials in Alexander, Burke, Caldwell, and Catawba counties along with the municipalities of Hickory, Newton, and Conover. The organization was the first regional public transportation authority with consolidated urban-rural transit service in North Carolina. The transit authority assumed operations of the rural and urban transit systems in the four-county region on July 1, 2008. The following service providers were consolidated into WPRTA:

- ◆ Alexander County – community transportation provided by Alexander County Transportation, a county-operated system.
- ◆ Burke County – community transportation provided by Burke County Transit Administration, Inc., a private nonprofit agency.

¹ With a consolidated budget of \$3.2 million it is more likely that a management contractor would be interested in providing the service on a contractual basis. The contract terms would likely be more favorable with a larger system as opposed to four smaller systems.

- ◆ Caldwell County – community transportation provided by Caldwell County Area Transit System, Inc., a private nonprofit agency.
- ◆ Catawba County – Piedmont Wagon Transit System was the lead agency. The system operated by the City of Hickory, which provides community transportation to county residents and fixed-route service for the cities of Hickory, Newton and Conover.

The primary incentives for operators to consolidate services included the following factors:

- ◆ Seamless connections and more efficient routing.
- ◆ Potential cost reductions (administrative, sharing maintenance, training, and support staff).
- ◆ Funding equity (urbanized area/extending local match beyond the City of Hickory).
- ◆ Relief from single jurisdiction responsibility (City of Hickory).
- ◆ Quality improvements through specialized staffing.
- ◆ Growth (re-invent transit in the region).
- ◆ Funding incentives per NCDOT policy (Federal/State operating assistance, Section 5310, Transit Technology).

Service Parameters

The service area for WPRTA includes 1,637 square miles and a population of 365,497. Hours of operation are structured to meet the demand of various parts of the service area. Fixed route services are offered Monday through Saturday. Flex route services are offered in Taylorsville, Conover, Newton, Hickory, Stony Point, and Wittenburg at various hours and days for individual communities. The WPRTA provides 300,000 plus annual passenger trips.

Currently WPRTA provides the following public transportation services:

- ◆ Urban fixed route transit services in Hickory, Newton, and Conover.
- ◆ Non-Urban fixed route transit service in Taylorsville.
- ◆ ADA complementary paratransit service along all fixed routes.
- ◆ Limited rural and urban general demand response service in each of the four counties.
- ◆ Medicaid and non-Medicaid eligible non-emergency medical transportation for seniors and the general public.
- ◆ Human service agency transportation for the following programs:
 - DSS employment transportation programs in Alexander, Burke, Caldwell and Catawba Counties
 - DSS Medicaid transportation program
 - Vocational rehabilitation
 - Burke Literacy
 - Caldwell Family Resource Center
 - Burke Council on Alcoholism
 - Adult Day Care
 - Developmentally Disabled groups
 - Home and Community Care Block Grant Programs
 - Senior Programs
- ◆ General public beyond medical trips and medical demand response services.

- ◆ Private transportation providers operating in Burke County, providing trips brokered by WPRTA.

Trip purposes served by the consolidated program include general public and agency services as well as subscription and demand response service for dialysis patients; student passes for community colleges (using Job Access Reverse Commute funds). There are currently no trips provided for afterschool programs and Head Start. There is also no significant service provided for the Parks and Recreation Departments because of lack of available funds for the Departments to purchase transportation.

The program does not currently involve a taxi voucher program because no taxi providers have been able to meet the FTA requirements. All FTA requirements that apply to the transit system would apply to taxi companies that participate in the program. The taxi companies essentially “stand in the shoes” of the transit system.

Administrative Procedures and Program Management

Each consolidated provider is required to report trips, miles, and incidents/accidents to WPRTA. In addition to FTA regulations, the providers must also meet on-time customer service standards. Private operator participants bill the WPRTA electronically with the client name, address, and destination address. Reported information is randomly sampled using Google Maps, to ensure the reported mileage range is reasonable.

Trips are scheduled at a regional call center. The call center uses RouteMatch to schedule the trips. There are four to five staff working at the call center; all call center staff are trained to use the RouteMatch software to schedule/broker trips. The program does not have a Mobility Manager.

The call center staff provides a paper driver manifest to each demand response and deviated route driver. The manifest indicates the passenger’s name, program/funding source, and fare. Collected fares are reconciled against the manifest. The driver also makes notes if there is an issue with the fare and should radio the dispatcher if a fare is not collected. The program uses a courier service to pick up collected passenger fares from satellite offices.

Revenues and Expenses

Revenue sources for the consolidated program include Federal Transportation Administration (FTA) Section 5311, Section 5316, FTA Section 5307, North Carolina Department of Transportation Administration and Operating Funds, human service agency contracts, and local funds. No foundations or non-profits are currently subsidizing passenger fares but the transit system has considered forming a non-profit fund raising group.

The reimbursement rate for transportation operators was established using the shared-ride benchmark cost per mile rate of \$3.00. The rate is based on the following formula:

Total administrative and operating expenses multiplied by 54% (county-based services)
Minus
Administrative assistance costs divided by Number of Miles

The formula calculates rural cost of service. Fifty-four percent of service is in rural areas so it is multiplied by the total administrative and operating cost minus federal and state administrative assistance received, divided by the number of miles of rural service. Administrative assistance costs include administrative salaries and fringe benefits, administrative facility, utilities, in other words all costs that are not labeled as operating or capital.

A fuel escalation clause is included in service contracts. There is also a surcharge of \$5 for trips requiring use of the wheelchair lift to compensate for time to board and secure the passenger/wheelchair.

Some trips are paid through Medicaid but those trips can only be billed at the revenue mile rate, which must be adjusted to make-up the 18 percent to 20 percent difference in the contracted service vehicle mile reimbursement rate. Caldwell County acts as its own Medicaid broker utilizing GPT, taxis, and personal vouchers. The WPRTA acts as the broker in Burke County with WPRTA as a possible provider. In Alexander, WPRTA provides all Medicaid services. In Caldwell County, about half of the Medicaid services are provided by Greenway Public Transportation (GPT) and the remainder by County staff.

Individual participating agencies of the coordinated program participants have saved a reported 20 percent by bringing as much preventive maintenance in-house (into WPRTA) as possible.

Each consolidated transportation provider has centralized training by adding a training coordinator to the staff. Driver training and minimum hiring qualifications include Drug and Alcohol screening and background checks. Operators are required to have good driving records and a valid North Carolina driver's license (and CDL, if applicable).

There is no insurance pool. Secondary provider coverage is only provided for private operators in Burke County. Compliance and oversight of private operators would be the responsibility of WPRTA.

Passenger fares are paid in cash, passes, or pre-purchased tickets. Fares are collected using automated fareboxes on fixed route buses. Reduced fares are available for all services (not just fixed route) for passengers who are age 65 and older and individuals of any age who have a disability. There is no application process for a discounted fare. If the ticket is paid on-board the vehicle, the passenger can request a discounted fare. The driver may request the passenger to show his or her Medicaid card and ID, if the trip is being paid by Medicaid. Management at WPRTA believes an application process would be too labor intensive.

Consolidation of Capital Resources

There is no vehicle pool. Each provider operates its own fleet of vehicles. Participating organizations utilize a centralized maintenance facility for service of vans and light transit vehicles. Large buses are serviced by a local vendor. WPRTA logos are on all vehicles to show the partnership.

Passenger Rules

The following passenger rules apply on all consolidated program participant vehicles.

The vehicle will wait for five minutes and then will proceed to the next passenger.

Same-day trip requests are not available but the system could pick-up a rider along the way in service for another scheduled trip.

Passengers who cancel or change a subscription trip more than 4 times in a calendar month, will lose the option of using subscription scheduling and will be asked to call in all trips on a daily basis no more than 48 hours in advance for a 30 day period.

Passengers unable to keep scheduled appointments must call one-hour prior to the designated pick up time for in county trips and by 4:00 p.m. the day before for out of county trips.

Failure to take a scheduled trip or cancel that trip within the cancellation policy guidelines will result in a "No-Show." A pattern of successive no-shows may result in service suspension. No-show suspension guidelines are as follows:

First No-Show: After the first no-show the passenger will receive a verbal warning to call in cancellations in advance per the cancellation guidelines along with a verbal reminder of No Show consequences.

Second No-Show: After the second no-show the passenger will receive a second verbal warning to call in cancellations in advance per the cancellation guidelines along with an additional verbal reminder of No Show consequences.

Third No-Show: After the third no-show the passenger will be placed on a thirty-day suspension from the date the third no-show occurred.

All no-shows following the third no-show suspension will be treated as a third no-show resulting in a thirty-day suspension.

No-show violations will expire at the end of each fiscal year, beginning on July 1st, and ending on June 30th. Each fiscal year starts with a clean slate.

Drivers may arrive up to thirty- minutes after the designated pick up time and will not depart prior to the scheduled time. Drivers will always wait at least five minutes at a scheduled trip pick-up location (demand response).

Mid Florida Community Services, Inc.

dba Trans-Hernando

Overview

The Florida Commission for the Transportation Disadvantaged (CTD), established in 1989, administers the Transportation Disadvantaged Trust Fund and enhancement of local participation in the planning and delivery of coordinated transportation services to the transportation disadvantaged through the creation of Local Coordinating Boards (LCB) and Community Transportation Coordinators (CTC).

Through a bid process, Mid Florida Community Services, Inc., doing business as Trans-Hernando, serves as Hernando County's CTC. The purpose of the CTC is to ensure the delivery of transportation services to the transportation disadvantaged in the most cost-effective, unduplicated and efficient manner possible. More specifically, a CTC is responsible for the short-range operational planning, administration, monitoring, coordination, arrangement and delivery of transportation disadvantaged services originating within its designated service area. Further, a CTC is required to subcontract or broker transportation services to transportation operators in situations where it is cost-effective and efficient to do so.

Service Parameters

The service area for the program is Hernando County. It includes 478 square miles and a population of 172,778. Trans-Hernando provides approximately 79,255 annual one-way passenger trips and operated 1,468,380 annual vehicle miles per year. Participating transportation providers include the following:

- ◆ One private-for-profit operator that provides Medicaid services that cannot be accommodated by Trans-Hernando, including after-hours, weekends, and out-of-county trips.
- ◆ The non-profit organization, ARC Nature Coast, provides access to its vehicles in medical emergencies at a cost of \$1.00 per mile, plus expenses (fuel, insurance, etc.).
- ◆ Veterans Affairs provides out-of-county transportation for veterans that have medical appointments.
- ◆ Sumter County Transit provides transportation to and from designated congregate meal sites for eligible consumers.
- ◆ School Board vehicles are available at a rate of \$1.35 per mile, plus expenses (fuel, insurance, etc.). The vehicles are school buses managed by the School Board.

Trans-Hernando operates a shared ride, door-to-door, non-emergency paratransit system for transportation-disadvantaged citizens in Hernando County. The system provides ambulatory and wheelchair services and requires twenty-four (24) hours advanced reservations.

Hours of service are Monday through Friday from 8:00 AM until 5:00 PM. The service is intended to provide mobility for the elderly (over 60), the young (under 16), physically and/or mentally

challenged individuals, and clients on Medicaid. Other general public individuals can also utilize the system on a space-available basis.

Financial assistance for transportation fares is available for low-income individuals through an application process. The amount of co-pay a low-income rider pays is determined by his or her financial ability to pay. This determination is made by the CTD at the State level.

Administrative Procedures and Program Management

The Commission has operating standards to which each CTC and its contract providers must adhere. The Memorandum of Agreement between the CTD and the CTC contains the Commission's minimum requirements. As the recognized CTC, Trans-Hernando has the responsibility to monitor operator contracts according to minimum requirements contained in the Memorandum of Agreement and other local requirements for service delivery.

Trans-Hernando provides scheduling and dispatching services and coordinates multi-loading of Medicaid transportation. In making reservations, clients utilize three phone lines in a rollover system for easy access. Two additional telephone lines are utilized solely for Medicaid client access with after hour and weekend rollover service. Trans-Hernando designed its own scheduling software and it has worked well for them.

One private-for-profit operator is under contract, through the Request for Proposal (RFP) process, to provide Medicaid transportation services that cannot be provided by Trans-Hernando. Contractor services primarily include after hour and weekend responsibilities as well as Medicaid approved out-of-county trips. Trans-Hernando provides scheduling and dispatching services for these trips and coordinates and schedules multi-loading whenever possible. Trans-Hernando dictates the routes and order in which passengers are picked up. Trans-Hernando currently has no inter-county contracts for services, but plans to continue to pursue opportunities for coordination of such services.

Providers invoice Trans-Hernando and invoices are reconciled against manifests.

Reporting requirements for the operators involve the following:

- ◆ Deadhead mileage;
- ◆ Trips by purpose;
- ◆ Trips by age category;
- ◆ Trips by discount;
- ◆ Trips by operator;
- ◆ System trips per vehicle-by-vehicle type and capacity;
- ◆ Trips by traveler status (i.e., ambulatory, wheelchair, stretcher);
- ◆ System revenue miles per vehicle; and,
- ◆ Trips by funding source.

All providers are held to the following service standards:

- ◆ Drug and alcohol testing;
- ◆ Decal, Florida DOT identification number, and phone number to Trans-Hernando displayed on the vehicle;
- ◆ Clean vehicle;
- ◆ Must not exceed seating capacity;
- ◆ Heat and air conditioning;
- ◆ Two-way communication capabilities;
- ◆ Drivers must wear an identification badge and picture identification of the driver must be posted on the vehicle;
- ◆ Basic first-aid training;
- ◆ A 90 percent on-time performance standard;
- ◆ No more than 20 road calls per year;
- ◆ No more than five accidents per 100,000 vehicle miles;
- ◆ Required operating hours;
- ◆ Maximum 2 minute call-hold time;
- ◆ Driver assist with passenger transfer;
- ◆ No passenger picked up more than 2 hours before guaranteed destination arrival time;
- ◆ Drivers must not drive for more than 12 hours in 24-hour period or 72 hours in 7 consecutive day period;
- ◆ Direct riders to other transportation systems in the areas that provide fixed route services, to extent possible;
- ◆ Not interfere with $\frac{3}{4}$ mile ADA paratransit service;
- ◆ Report any driving violations or license suspension within one day of receipt of notice (applies to violations that occur when driving a personal vehicle as well as violations that happen during operation of a system vehicle);
- ◆ Report any driver condition resulting in impaired driving ability;
- ◆ Completion of vehicle inspections and documentation;
- ◆ Provide lighting of interior and wheelchair lift if operating during darkness;
- ◆ Assure all passengers are seated and secured in seat belt;
- ◆ No vehicle fueling in closed building or while passengers on board;
- ◆ Driver secured in seat belt;
- ◆ Proper securing of wheelchair passengers;
- ◆ Not leaving vehicle unattended with passengers on-board;
- ◆ Assure emergency doors are operable and unlocked; and,
- ◆ No use of phones while driving.

Trans-Hernando conducts an annual evaluation of providers.

Revenues and Expenses

The Transportation Disadvantaged Trust Fund, which is unique to Florida provides revenue for the program. The reimbursement rate was established through a formula developed by the Florida Transportation Disadvantaged Commission. The reimbursement rate is the same for any system in Florida. Current reimbursement rates are as follows:

- ◆ \$37.48 per trip (\$2.03 Administrative costs plus \$35.34 Operating costs).
- ◆ \$9.65 per hour contracted cost for service to congregate meal sites.

- ◆ \$13.00 plus \$0.51 per revenue vehicle mile (ambulatory) or \$18.00 plus \$0.86 per mile (wheelchair) for non-sponsored trips. The CTD reimburses 90 percent of the fully allocated costs.
- ◆ The Medicaid rate is pre-determined for non multi-load trips but for multi-load trips the additional passenger rate is \$1.00 per revenue vehicle mile.

Revenue sources for the consolidated system include Medicaid, Florida Transportation Disadvantaged Trust Fund, Title III of the Older Americans Act, Federal Transit Administration (FTA) Section 5311, and Hernando County.

Contracted operators were incentivized to participate because of this dependable revenue source and the opportunity to fully utilize their vehicles through multi-loading passengers from various organizations.

Consolidation of Capital Resources

Trans-Hernando currently maintains 22 vehicles, of which 15 are wheelchair accessible. The contract provider vehicle inventory includes 13 vehicles of which eight are wheelchair equipped.

Public school buses are commonly used for transportation disadvantaged trips when available, particularly in mass evacuation circumstances.

Passenger Rules

The following rules apply to passengers using any of the coordinated services.

Advanced reservations are required.

Personal care attendants are the responsibility of rider.

Reservation times can only be changed twice.

Riders must have exact fare: drivers carry no change.

Passengers must arrive at pickup point as scheduled – vehicle will wait up to 3 minutes.

Will-call is only available for medical trips.

Child seats must be used for children age four years or younger.

A rider who schedules a trip but does not show, cancels at the door, or does not cancel the trip at least 30 minutes before the scheduled pickup time is considered to be a “no-show.” “No-show” riders must pay an established fee of \$2.00. After three no-shows in a six-month period, the rider’s access to the system services can be suspended for a period of one month.

Three Rivers Regional Commission (TRRC)

Three Rivers Transit System (TRTS)

Overview

The Three Rivers Regional Commission (TRRC) is a ten-county regional planning commission that covers West Central Georgia (Butts, Carroll, Coweta, Heard, Lamar, Meriwether, Pike, Spalding, Troup, and Upson Counties) and functions as the central contractor and administrator of the regional transit program; the Three Rivers Transit System (TRTS). The TRTS has compliance oversight responsibilities for service in all 10 counties. TRTS serves five counties in West-Central Georgia (Butts, Lama, Pike, Spalding, and Upson). TRRC contracts with a Third Party Operator (TPO), the Council on Aging for McIntosh Trail, that is responsible for handling the day-to-day operation and maintenance of the system in these five counties. The TRRC also administers the Coweta County Transit program that is operated by Quality Trans, Inc., another TPO. The operators in the remaining four counties were not identified during the peer review.

A mainstay of the system is its purchase of subscription trips provided for the clients of local human service agencies. The TPO is responsible for taking calls for service, route management, driver supervision and training, submission of monthly service reports, and general bookkeeping. The drivers are hired by the TPO and the TPO is expected to enforce compliance with all Federal regulations applicable to the program. TRRC must do annual and ongoing oversight of the TPO to ensure FTA regulatory compliance.

Prior to consolidation into a regional system, each county operated independent transportation systems that did not travel outside the county. In 1999, the TRRC established the TRTS to combat the high cost per trip each individual county was paying to provide transportation. The TRRC conducted a Rural Transit Development Plan for the region to show the need for a regional public transportation system. The plan recommended the creation of a new regional transportation system and further planning work to develop the vehicle and facility needs and available resources, to develop a more specific budget.

Service Parameters

The TRTS operates demand response and human service agency routes Monday through Friday, between 8:00 AM to 5:00 PM. The Council on Aging for McIntosh Trail is the only operator. The COA responded to a Request for Proposals (RFP) to provide transportation and was awarded a five-year contract with annual renewal intervals. No private operators are participating in the program yet, but TRTS hopes to involve them soon.

TRTS completes monthly reports for each County. The reports are submitted to Georgia DOT. Each county pays their share of projected transportation funding. Quality Control has the reporting information.

During Fiscal Year (FY) 2011, the TRTS provided 78,235 one-way passenger trips. Approximately 80 percent of the annual passenger trips were coordinated. The program estimated that about 34 percent of the trips were for older adults. Trip purpose was not always tracked, but the program estimated that about 60 percent of trip purposes were for employment.

The TRTS operated about 535,453 annual revenue vehicle miles (miles when passengers were on board) in FY 2011. Currently TRTS provides the following public transportation services:

- ◆ Demand Response Public Transportation
- ◆ Human service agency transportation for the following programs:
 - Department of Human Resources, Aging Division
 - Department of Family and Children Services
 - Department of Labor (Vocational Rehab Services)
 - Division of Mental Health
 - Developmental Disabilities and Addictive Diseases

The program utilizes RouteMatch software for scheduling trips. The Georgia Department of Transportation (DOT) is rolling RouteMatch out to every system, per a State contract. The version of RouteMatch being used has limited features and does not include AVL capabilities. The program uses paper manifests. Overall, it is too early to evaluate the benefits of the scheduling software.

Administrative Procedures and Program Management

The TPO is reimbursed at a per passenger trip rate of \$7.90 for human service agency consumers. Agencies are billed on a monthly basis. The rate was developed through analysis of its revenues and expenses, and knowledge of the State Department of Human Resources (DHR) budget for transportation to the local areas. As a lesson learned, the TRRC suggests that consolidated transportation systems try to negotiate with the State Departments at participating human service agencies when establishing rates.

General public passengers pay the \$2.00 cash fare for each one-way trip within the five-county service area served by TRTS. There are no discounted fares. Drivers collect passenger fares and turn them in at the end of the day. Fares are reconciled with driver manifests.

TRTS does not offer taxi vouchers. The DHR provides vouchers for consumers but those vouchers are only eligible for public transportation operators.

The consolidated transportation program operates with service parameters that the TPO must meet a 95 percent on-time performance standard. If the measure is not met, corrective actions will be implemented. So far, there have been no major issues.

Revenues and Expenses

Revenue sources for the program include the following:

- ◆ Federal Transit Administration (FTA) Section 5311;
- ◆ Georgia Department of Transportation Capital Assistance;
- ◆ DHR's Aging Division (Senior Centers);
- ◆ Department of Family and Children Services;
- ◆ Department of Labor (Vocational Rehabilitation Services);

- ◆ Division of Mental Health;
- ◆ Developmental Disabilities and Addictive Diseases (MHDDAD);
- ◆ General Public Passenger Fares;
- ◆ County Matching Funds (Local Match);
- ◆ Three Rivers Regional Commission (Capital vehicle matching funds);
- ◆ Job Access Reverse Commute (JARC); and,
- ◆ New Freedom (NF).

No foundations, businesses, or non-profit organizations subsidize fares.

The TPO is responsible for maintaining vehicle insurance that meets the TRRC's requirements. Vehicles are insured through the participating counties; this is a much more cost effective approach. The partnership used to require the TPO to purchase vehicle insurance, but that procedure caused a lapse in insurance when the TPO contract ended. Now, the counties purchase the insurance to avoid a lapse. The TPO, if it causes an accident, is responsible for the deductible.

The program is not a Medicaid transportation provider at this time. The pros and cons of becoming a Medicaid provider are currently being evaluated.

The TRTS hired a Mobility Manager (MM) in 2012. SAFETEA-LU funding (Job Access and Reverse Commute and New Freedom) was used to provide 80 percent of the salary. The Regional Planning Commission provided the 20 percent local match. The MM reports to the Regional Coordinating Council and also identifies agencies that should be included in the Council and develops transportation/consolidation performance measures.

Consolidation of Capital Resources

The State donated all passenger transportation vehicles to the public transit or TPO following the mandate that all human service agencies must contract with the DHR. In the case of TRTS, all vehicles used for passenger transportation are operated by the TPO.

Passenger Rules

Passengers from all agencies and the general public must abide by the following passenger conduct rules:

Safety is our first priority; therefore, seat belts are to be used at all times.

Children under the age of 16 must be accompanied by a parent or guardian.

Childcare seats are required for children ages 5 and under. Parents are responsible for providing and securing the car seat prior to the trip.

No school bus service is provided.

Animals (other than "Service Animals") are not allowed.

Limit packages to no more than what the passenger can carry. Packages must be stowed under the seats or in the back of the bus to avoid any unsafe, hazardous exiting or entering by others. Aisle must remain clear at all times.

No smoking/eating/drinking allowed in vehicles.

Absolutely no alcohol, illegal drugs or weapons allowed. Riders who appear to be under the influence of alcohol or illegal drugs may be denied transportation service.

No hazardous, combustible, or flammable chemicals allowed at any time.

Inappropriate behavior which presents a danger or nuisance to other passengers or transit staff will not be tolerated; this includes, but is not limited to, verbal or physical violence, offensive language, gestures or threats.

Drivers will wait at the scheduled pick up point five minutes. Riders should make every effort to be ready and waiting at the scheduled pick up time. (Note: Driver will not be sent back once vehicle is in route after the five-minute wait time has lapsed. This holds true for forgotten items.)

Riders with two no shows without prior notice or cancellation will be suspended from ridership for a two week period and may result in the denial of future public transportation services.

Demand response public transit cannot guarantee “daily” transport for work or school commutes.

Headwaters, Inc.

Overview

Headwaters, Inc. (HI) is a not-for-profit transitional community based work/rehabilitation center operating since 1969. It provides transportation in Forest, Oneida, and Vilas counties in north central Wisconsin. Currently, HI has limited coordination efforts with other local human service agencies and public or private transportation providers. HI is the sponsoring agency paying the salary and direct expenses for the Mobility Manager (MM) in the tri-county area. Her duties include oversight of the FTA Section 5310 program, bus driver, and providing information or referrals for agencies and people in the tri-county area. Also, if a person needs a ride to Rhinelander for dialysis and they are along one of the HI routes, HI will pick the person up and take them to dialysis.

From 2008 to 2010, HI implemented a taxi voucher program for individuals with disabilities of any age traveling to and from work. This program used FTA Section 5317 New Freedom funds to provide the vouchers for taxi rides. Only one taxi company in the area was able to meet the required liability insurance standards (as set by the State of Wisconsin) required by the Federal Transit Administration to provide the voucher program trips. The program was discontinued in 2010 when local funding necessary to draw down Federal dollars was no longer available.

In 2007, the tribal community of Sokaogon Chippewa Community applied for and received a Supplemental Transportation Rural Assistance Program (STRAP) grant to research and develop a tri-county rural transit program for Forest, Vilas, and Oneida counties. The plan was developed but implementation is not yet final. The Oneida County Commission on Aging has hired a consultant to write an FTA Section 5311 grant for the tri-county area. The results of the grant application are not yet known. This is a new effort by the County. The tribal community no longer has an interest in providing transportation to non-tribal members, but they continue to operate transportation for tribal members. .

Service Parameters

The service area for Headwaters, Inc. is approximately 2,984 square miles. The population is 66,732. Hours of operation are Monday through Friday from 6:30 AM to 5:30 PM. Transportation is provided using a demand response and fixed route mode of service. Annual revenue vehicles miles in 2011 were approximately 169,188. Below is a list of participating transportation providers in the tri-county area:

- ◆ Headwaters, Inc. (sheltered workshop)
- ◆ Rapid Cab (Shared-ride taxi in Rhinelander)
- ◆ DISCAB (taxi)
- ◆ Oneida Department of Aging (senior)
- ◆ Vilas County Commission on Aging (senior)
- ◆ Forest County Commission on Aging (senior)
- ◆ Opportunities Unlimited (senior and disabled)
- ◆ Lac du Flambeau Aging and Outreach Services (tribal)
- ◆ Sokaogon Chippewa Community (tribal)

The participating transportation providers operated approximately 85,500 passenger trips. Headwaters, Inc. provided approximately 55 percent of all passenger trips in the region.

The program does not use scheduling software.

Administrative Procedures and Program Management

As of April 2012, Headwaters, Inc. and the other area transportation providers have not consolidated services. There is no vehicle sharing or purchase of services.

The Mobility Manager (MM) provides information and referrals to all transportation providers in the region when calls are received. Because the MM oversees the Federal Transit Administration Section 5310 grant program in the tri-county region, she can contact the other 5310 recipients when consumers need a ride.

The original taxi voucher program was discontinued when local matching funds were discontinued in 2010. When it was in effect, the voucher program was used for people with disabilities traveling to and from work. It was funded through the New Freedom program from 2008 through 2010. The eligible passengers paid a co-payment of \$2.50 per one-way trip.

The transportation providers in the tri-county region share defensive driving and passenger assistance training through the State's Rural Transit Assistance Program (RTAP). Each agency pays a fee of \$25 per person for training. RTAP scholarships are available on a limited basis. Drivers are required to hold a valid CPR certification upon being hired.

Revenues and Expenses

Revenues for the transportation services in the tri-county region include the following (the list is not all inclusive):

- ◆ Donations;
- ◆ Fundraising;
- ◆ Wisconsin Department of Transportation;
- ◆ Human Service Center (Tri-County Region); and,
- ◆ Federal Transit Administration Section 5310 (Capital).

Consolidation of Capital Resources

Capital resources are not consolidated.

Passenger Rules

Because no consolidation has been implemented at this time, individual transportation providers maintain their own passenger rules.

Purchase Area Regional Transit (PART)

Overview

The Paducah Transit Authority, doing business as the Paducah Area Transit System (PATs), provides coordinated human service and public transportation services for approximately 200 organizations in the City of Paducah and McCracken County, KY. The PATs and three rural transit systems, Murray – Calloway Transit Authority (MCTA), Fulton County Transit Authority (FCTA), and Easter Seals West Kentucky (ESWKY), have been collaborating as Purchase Area Regional Transit in a multiyear demonstration project to design and implement a model coordinated one-stop human service and public transportation service call center called a Transportation Management Coordination Center (TMCC). The entire PART region encompasses Ballard, Calloway, Carlisle, Fulton, Graves, Hickman, Marshall, and McCracken Counties in Western Kentucky.

Due to local interest in developing a transportation one-call service, a large stakeholder group formed to bring together local leaders, consumers, and service providers who were supportive of coordination in concept but uncertain about how to proceed.

With being the largest of the four transportation providers involved in the PART consortium and considered to have the best likelihood of sustaining the achievements of the project beyond the grant funding stage, in June 2006 PATs applied for a grant through the USDOT-sponsored Mobility Services for All Americans (MSAA) Project. In December 2006 PATs was one of eight projects selected nationwide for a Phase 1 System Development & Design grant.

The initial stakeholder input stage of the project took place in April 2007 and concluded in July 2008. Subsequently, PATS became one of just three grantees nationwide (Lower Savannah Council of Governments in South Carolina was another recipient) to receive a Phase 2 System Deployment grant, in 2008. Representing the PART consortium, PATS received \$1.5 million to create a “replicable and scalable model” to deploy a regional TMCC. The PATS also received a \$2 million Federal Transit Administration (FTA) Section 5309 Bus & Bus Facilities discretionary grant to expand PATS’ operating and administration facilities, to provide additional office space for staff and local service organizations, and to create a “one-stop shop” for transit customers. The PART TMCC opened in March 2010.

The consortium has not yet been implemented. But, as designed, the Purchase Area TMCC would serve as a single point of access for transportation, human service, and community information & referral services. Regional transit would be overseen by PATS in cooperation with the region’s primary transportation provider partnership. The TMCC services would be made available through a hybrid centralized/decentralized model to provide customers with access by telephone, internet, and walk-in services. The TMCC and primary transportation providers plan to utilize Intelligent Transportation System (ITS) advanced technologies to serve as a primary “enabler” for all TMCC services. Consolidation activities have been temporarily put on hold following a change in leadership.

The consortium is not brokering trips to other providers primarily due to the lack of sufficient communication towers to enable providers to communicate with each other. In addition to insufficient communication transponders, personnel changes have delayed project development and created a lack of continuity in the project.

PATS upgraded its technologies, is learning to use the new expanded technologies, and its new role as the TMCC with operational policies and procedures. The FCTA, MCTA, and ESWKY staff also had to learn the new technology systems and TMCC business rules to interact with PATS. The TMCC Coordinator was to be responsible for managing day-to-day operations, staff training, and a troubleshooter for the technical systems. The primary providers also planned to develop a detailed marketing and outreach plan prior to the TMCC “go-live” period to provide customer education on how to access and utilize TMCC services. This has not been accomplished to date. The PATS Executive Director and the TMCC Coordinator were to work hand-in-hand with the project’s Technical Team, including the technology vendors, and the TMCC Advisory Committee.

The total cost for the deployment of the TMCC was \$2,748,824. It was envisioned that the primary transportation providers would continue to utilize existing and new revenues from Federal, state, local, human service, contract, and other community organization resources to provide TMCC and coordinated community transportation services. During and after TMCC deployment, the primary transportation providers plan to concurrently seek additional new call center service contract revenues (such as providing office space to other human service agencies).

These new funding sources will assist the TMCC in meeting future community needs such as the 211 initiative. The 211 Center will also be required to provide services to all remaining 83 non-urban counties stretching geographically from eastern to western KY. The technology infrastructure

provided by the TMCC will serve in meeting the needs of the 211 Center, which is planned to be operational in 2011-2012. The telephone system will have to be modified to accommodate an incoming 211 phone number and to bypass the Interactive Voice Response (IVR) for the caller to reach a live customer service representative.

X. REVIEW OF EXISTING COORDINATION ARRANGEMENTS

Palmetto Breeze (PB) initiated its Mobility Management effort prior to the kick-off of this planning process. The Executive Director established contractual agreements to provide routes for the Jasper County Board of Disabilities and Special Needs (BDSN), the Hampton County Council on Aging, and the Beaufort County Council on Aging. The contractual agreements establish the responsibility for PB to transport each respective agency's consumers from their homes to the centers, and a return trip home. Palmetto Breeze is reimbursed at a negotiated rate for providing each route. The term for existing contracts with each agency will expire on December 31, 2012 but has options for annual renewals.

The above noted contracts represent a consolidated transportation effort because the participating agencies have consolidated their routes into PB. The result is more efficient operations for all participating organizations. The two routes operated by PB for Jasper County Board of Disabilities and Special Needs, as well as that agency's directly operated routes are also open to general public passengers seeking transportation for employment or employment-related activities (through the Job Access and Reverse Commute program) and medical transportation through New Freedom (5317) and Federal Transit Administration Section 5311. This service option represents another level of coordination currently benefiting the local area. When the PB scheduler/dispatcher receives a call from someone seeking transportation in Jasper County, she has the option to schedule that caller's ride on one of the Jasper County contract routes that are operated by PB, if the time of day and trip origin and destination are appropriate. General public passenger fares are paid to PB when the passenger rides a PB operated route. The PB dispatcher tracks the number of trips provided by PB on the consolidated routes with the system's Total Office Manager Software (TOMS) data management system.

During the study process, the Mobility Manager also had the option of scheduling general public passengers on vehicles operated by the Jasper County BDSN or Jasper County Council on Aging (COA). In June 2012, the Mobility Manager scheduled three general public passengers on a Jasper County COA coordinated route; those three passengers completed seven one-way trips. The number of coordinated trips per month on Jasper COA was increasing as more and more people become aware of the opportunity. Palmetto Breeze reimbursed the providing agency at a per-mile rate. The passenger fare was paid to Palmetto Breeze. The Mobility Manager tracked the number of coordinated trips provided by other operators on an Excel spreadsheet. Palmetto Breeze is no longer operating this service due to the oversight requirements.

The contractual relationship between PB and each of these agencies is mutually beneficial to the passengers and agencies. The leading benefits experienced so far include the following:

- ◆ Council on Aging (COA) and BDSN staffs can focus on their responsibilities that are core to the agency's mission and spend less time transporting passengers to and from the center.

- ◆ The cost of contracting passenger transportation to PB is less expensive, in some cases, than maintaining individual transportation programs, when considering the fully allocated cost of transportation operations (i.e., staff salaries and benefits to operate vehicles, fuel, maintenance, insurance, supplies, and training).
- ◆ Council on Aging and BDSN staff members are no longer responsible for scheduling transportation to and from the centers for their clients and PB has accepted the scheduling responsibility.
- ◆ Passenger transportation is the sole mission of PB. Staff members are 100 percent dedicated to providing safe and top quality transportation.
- ◆ General public passengers have more access to affordable transportation options in Jasper County where general public transportation options are otherwise very limited.
- ◆ PB drivers are required to meet strict training requirements and possess clean background checks and pass random drug and alcohol testing.
- ◆ PB vehicles require safety inspections twice per day and must meet strict safety standards which are monitored by a maintenance staff.
- ◆ The COAs and BDSN are no longer responsible for capital purchase of vehicles for passenger transportation or vehicle maintenance for the routes that are contracted to PB.

Generally speaking, all of the participating non-profit and human service agencies that currently operate transportation for their consumers would experience similar benefits, and more, through establishing a consolidated and/or coordinated agreement with Palmetto Breeze. While, in most cases, coordination or consolidation will not reduce operating expenses for the participating organizations in the short-term, the immediate non-fiscal benefits are significant (i.e., staff time to work on mission essential tasks, customer service and safety, less responsibility for maintaining or replacing vehicles). The fiscal benefits of coordination and consolidation become more apparent in the long run.

XI. DEVELOPING APPROPRIATE COORDINATION OR CONSOLIDATION STRATEGIES

OVERVIEW

There is no single, perfect design that will work for every coordinated or consolidated transportation service in America. It is critical that the service design, organizational structure, and roles and responsibilities are developed specifically for the participating organizations, their consumers, and the local communities. Local support is also a critical element to successful implementation of a strong and long-standing service.

In June 2012, five potential strategies for coordination and/or consolidation in Lowcountry were presented to the steering and advisory committee members. The five potential strategies each have strengths that would benefit the participating organizations and the local community. Likewise, each strategy has weaknesses that must be acknowledged and addressed. The strategies include the following structures.

- ◆ Consolidated Structure – Non-profit and public agencies consolidate transportation into Palmetto Breeze.
- ◆ Brokerage Structure – Palmetto Breeze brokers trips to participating transportation providers and also operates public/coordinated transportation.
- ◆ Hybrid Structure – Some participating organizations consolidate and others participate as independent, contracted service providers.
- ◆ Coordination – Shared use of vehicles, staff, maintenance, training, and/or grant writing.
- ◆ Information and Referral – The Mobility Manager continues to refer passengers and utilizes technology to foster and promote efficiency and effectiveness for transportation and mobility throughout the service area.

The above noted structures are presented in order of most to least comprehensive, with Information and Referral offered as an option if local participants elect to maintain the current structure with no significant changes. Table 5 provides a brief service description and statement about the responsible party for operating service under each strategy.

Table 5: Service Description and Operator

<u>Strategy</u>	<u>Service Description</u>	<u>Operator (providing drivers, vehicles)</u>
<u>Consolidated Structure</u>	Current agency and non-profit routes may be redesigned so that individuals from more than one organization can share a trip, where eligible and appropriate.	Palmetto Breeze will be the operator. Palmetto Breeze will hire drivers and acquire vehicles necessary to provide services.
<u>Brokerage Structure</u>	<p>A central call center is established. All trips are scheduled and dispatched from the call center.</p> <p>Transportation providers (including agencies, Palmetto Breeze, non-profits, and private operators) are eligible to provide or request trips through the brokerage.</p> <p>Brokerage contracts must comply until FTA public transportation provider requirements and audit procedures.</p>	<p>Organizations will enter into agreements with the broker (Palmetto Breeze) to provide transportation.</p> <p>Providers will establish eligibility requirements, hours of operation, service areas, and reimbursement rates for providing trips through a contractual agreement with Palmetto Breeze.</p>
<u>Hybrid Structure</u>	A central call center is established for brokering trips to individual service providers. Other providers will consolidate into Palmetto Breeze and no longer directly operate client transportation.	<p>This structure is a mixture of Consolidation and Brokerage.</p> <p>Some agencies will consolidate service into Palmetto Breeze. Other agencies will continue to directly operate services and will receive brokered trips from the call center.</p>
<u>Coordination</u>	<p>Participating organizations establish agreements for leasing vehicles, contracted maintenance, and shared training.</p> <p>Participating organizations also work together to develop coordinated grant applications (and share local match requirements) to reduce the gaps in transportation services.</p>	<p>No Change in operations from the existing pre-coordination status. Agencies and organizations continue to drive and schedule trips independently.</p> <p>The difference will be apparent when organizations begin to share maintenance, training, and other activities that reduce duplication in administration and operation.</p>
<u>Information & Referral</u>	<p>Mobility Manager (MM) provides information on all modes of service, ridesharing opportunities, etc.</p> <p>MM continues to match general public passengers with agencies and private operators that have open seats when a trip is not appropriate for Palmetto Breeze.</p>	Any transportation provider that agrees to provide information to the MM regarding service hours and service area.

Table 6 explains potential organizational roles and responsibilities and structures that would be appropriate for the Lowcountry. Partnerships must be negotiated and formally agreed upon using Memoranda of Understandings (MOUs) and/or contracts. A sample MOU is provided in the

appendix of this document. The sample can be used as a template and redesigned, as appropriate to meet local and South Carolina Department of Transportation Office of Public Transit requirements.

Table 6: Partners and Organizational Structure

<u>Strategy</u>	<u>Partners</u>	<u>Organizational Structure</u>
<u>Consolidated Structure</u>	Palmetto Breeze will be responsible for operating all routes. Participating organizations will enter into contractual agreements with Palmetto Breeze. Contracts will define the service characteristics and contract rate to be paid.	It is important for participating agencies to consider adding representatives to the LRTA Boards of Directors to ensure that all partners are equally represented in the decision making process. Participating agencies may opt to establish an advisory board (in addition to the LRTA Board of Directors) to ensure input into service for their consumers.
<u>Brokerage Structure</u>	Any non-profit or public organization that wants to provide transportation services through the brokerage is eligible to enter into a contract to become a transportation operator. Private operators will have an opportunity to respond to an RFP for service providers. Typically, no RFP process is required between two public, governmental organizations. Brokerage contracts must comply until FTA public transportation provider requirements and audit procedures.	All transportation providers will enter into a contractual agreement with Palmetto Breeze.
<u>Hybrid Structure</u>	Any organization that wants to enter into a contractual agreement to directly operate transportation or consolidate into Palmetto Breeze.	All providers will enter into a contractual agreement with Palmetto Breeze. Consolidating agencies may opt to establish an advisory board (in addition to the LRTA Board of Directors) to ensure opportunities for input into service for their consumers. Transportation will be provided through contractual agreement with Palmetto Breeze.
<u>Coordination</u>	Transportation operators and funding organizations that want to work together to reduce unnecessary duplications and/or gaps in transportation.	The existing advisory committee participants will create MOUs that formalize each member's role in promoting coordination.

		<p>Organizations that seek to coordinate use of vehicles, staff, maintenance, or training will enter into formal agreements.</p> <p>Mobility Manager will oversee and manage agreements.</p>
<u>Information & Referral</u>	Transportation operators that agree to open empty seats on their vehicles to the general public and share transportation information with Mobility Manager.	No Change. The Mobility Manager will communicate with participating agencies to keep agency transportation information up to date.

Each strategy involves a focus on certain market segments (i.e., human service agency consumers, general public passengers, older adults, commuters, etc) of the local area. While benefits may be realized for multiple markets, Table 7 outlines the market segments that will receive the most benefit. The table also outlines the mode of service (i.e., demand response, fixed route, taxi, etc.), hours and days of service, and projected ridership if the strategy is implemented.

The projected ridership numbers included in Table 7 are based on current ridership (Calendar year 2011) of the transportation services that are provided by the participating human service agency programs during the planning process (see Appendix A).

If fewer programs are consolidated into Palmetto Breeze, the ridership will decrease. Likewise, ridership could be higher if more agencies participate and/or increased marketing and public awareness efforts attract additional general public passengers. As ridership fluctuates, the overall cost of consolidation will also change. Costs would be reduced if duplications in service and administration are reduced. Cost savings of consolidation are also realized as 'fixed costs' are reduced because of less duplication in scheduling, training, and facility costs. Additional savings may be realized in maintenance.

Table 7: Target Market and Operating Parameters

<u>Strategy</u>	<u>Market(s) Served</u>	<u>Mode(s) of Service</u>	<u>Days & Hours of Service</u>	<u>Projected Annual One-Way Passenger Trips</u>
<u>Consolidated Structure</u>	General Public and Agency Consumers	Agency routes & public demand response trips are included. Current operations for PB are also included. Vouchers could be used to subsidize some trips.*	Depends on available operating revenue, vehicles & staffing levels.	322,313 (estimated)
<u>Brokerage Structure</u>	Agency Consumers	Agency routes & public demand response trips are included. Current operations for PB are not included. Private taxi services will be provided per RFP stipulations. Vouchers could be used to subsidize some trips.	Depends on available staffing for the broker entity (scheduling trips and tracking data), number of vehicles available to the brokerage, & operating revenue.	177,257 (estimated)
<u>Hybrid Structure</u>	General Public and Agency Consumers	Some agency trips are consolidated and others are brokered. Public trips are brokered to any participating operator. Private taxi will be provided per RFP stipulations. Vouchers could be used to subsidize some trips.	Depends on available staffing & operating revenue for the broker entity (scheduling trips and tracking data). Vehicles are provided by the participating operators of transportation.	Depends on number of participating operators, vehicles, and agency programs.
<u>Coordination</u>	General Public and Agency Consumers	Agency routes & public demand response. Vouchers could be used at the coordination level to subsidize some trips.	No change. Each program would continue to operate during their individual hours of operation.	Depends on number of agencies and the type of coordination activities (i.e., training, maintenance etc.)
<u>Information & Referral</u>	No Change from the current method of operation.	No Change from the current method of operation.	No Change from the current method of operation.	Depends on marketing and outreach activities. Only modest increases are expected if marketing is not implemented.

* Operators that use Vouchers through Palmetto Breeze (PB) are subject to Federal Transit Administration regulations. If the program is administered by PB or FTA funding can be tied to the voucher program, FTA regulations and oversight requirements apply.

Finally, Table 8 outlines the probable benefits and consequences for each of the potential strategies. It is very important to consider both the financial and non-financial benefits that could be achieved through coordination or consolidation. Some of the non-financial benefits, such as no longer being responsible for operating a transportation service, could result in financial benefits in the long-term if agency staff and management are able to redirect their energy toward strengthening other, non-transportation related aspects of the organization.

Table 8: Benefits and Consequences

<u>Strategy</u>	<u>Cost Benefits</u>	<u>Other Benefits</u>	<u>Consequences</u>
<u>Consolidated Structure</u>	<p>Fewer empty seats result in lower cost per trip for any individual organization and better overall cost efficiency.</p> <p>Consolidated transportation reduces overhead.</p> <p>Consolidation allows for the most efficient use of local, state, and federal transportation dollars and the biggest benefit to the community.</p>	<p>Participating organizations no longer have the responsibility of directly operating transportation.</p> <p>Participating organizations, other than Palmetto Breeze, have reduced or no fleet of vehicles to follow or maintain.</p> <p>Opportunity to enhance customer service capabilities through specialization of job duties.</p> <p>Participating organizations are not responsible for compliance with regulations associated with Federal Transit Administration (FTA) funding.</p>	<p>Palmetto Breeez must ensure that vehicles are in acceptable working condition.</p> <p>Palmetto Breeze must expand its staff of drivers (potentially hiring drivers from the consolidating agencies).</p> <p>Palmetto Breeze may need to add a dispatcher/scheduler, depending on the level of increased call volume.</p> <p>Palmetto Breeze would need to hire additional staff to be responsible for FTA compliance oversight and monitoring.</p>
<u>Brokerage Structure</u>	<p>Fewer empty seats result in lower costs per trip for any individual organization and better overall cost efficiency.</p> <p>Transportation providers will receive revenue (through</p>	<p>Scheduling and dispatching are centralized and no longer the responsibility of individual agencies (frees up agency staff time).</p> <p>Palmetto Breeze has the</p>	<p>Any agency that provides general public transportation or benefits from FTA funding must abide by the requisite Federal regulations and reporting requirements.</p>

<u>Strategy</u>	<u>Cost Benefits</u>	<u>Other Benefits</u>	<u>Consequences</u>
<u>Brokerage Structure (continued)</u>	passenger fares or contract fares) for seats that would have otherwise remained empty.	experience and technology to ensure quality service. Reduced duplications through trip sharing.	Contractors must participate in a FTA compliance review. Agencies will need to prepare passengers for changes (i.e., different vehicle, different driver, etc.)
<u>Hybrid Structure</u>	Fewer empty seats result in lower costs per trip for any individual organization and better overall cost efficiency. Transportation providers will receive revenue (through passenger fares or contract fares) for seats that would have otherwise remained empty.	Same benefits as consolidation but to a lesser degree of efficiency. A Hybrid structure offers each organization the opportunity to participate in various ways.	Less cost efficiency when compared to a fully consolidated service structure. Palmetto Breeze would need to hire additional staff to be responsible for FTA compliance oversight and monitoring. Contracted operators are required to comply with Federal Transit Administration (FTA) regulations and compliance audit.
<u>Coordination</u>	Coordination has the potential to result in cost savings to participating organizations. Cost savings are not guaranteed.	Coordinated training could reduce accidents and improve passenger service for all providers by establishing a standard level of training for all providers in the area. Shared grant writing could result in improved grant applications and more transportation dollars for the local area.	Does not fully achieve the goal of reducing unnecessary duplication of transportation services.
<u>Information & Referral</u>	Providers will generate some revenue from general public passengers that fill otherwise empty seats.	Improved knowledge of mobility options for the general public passenger that would otherwise not have been aware of transportation options. Improved relationships between agencies. Shared awareness of unmet transportation needs.	Does not reduce unnecessary duplications in service delivery, maintenance, capital costs, or overhead expenses.

CONCLUSION - ASSESSMENT OF IMPLEMENTATION FEASIBILITY

Each of the previously discussed coordination or consolidation strategies were suggested based on their potential feasibility for success in the Lowcountry service area. Additionally, each of the strategies has logistical obstacles that must be overcome to achieve success. The most significant obstacles and potential opportunities to overcome them are discussed in the following paragraphs.

The majority of the project advisory committee members agreed that, if the financial benefits for their agency were favorable, consolidation with Palmetto Breeze as the lead agency would be the preferred approach. Other agencies indicated that they would prefer to maintain at least some portion of their individual transportation programs and also continue to coordinate with Palmetto Breeze and the Mobility Manager. Furthermore, the advisory committee would prefer that the Mobility Manager continue to implement new coordination and information/referral strategies that benefit individuals with low incomes, people with disabilities and veterans throughout the service area, and especially in the most underserved rural portions of each county.

The level of participation from each agency must be documented in a Memorandum of Understanding/Memorandum of Agreement between the agency and Palmetto Breeze. A draft MOU/MOA is provided in the Appendix.

Consolidated Transportation Structure Challenges and Opportunities

The consolidated structure is the most intensive strategy but also the one that will be the easiest to manage and maintain after the initial implementation agreements are in place. This structure is recommended, if the following challenges can be overcome. According to the current operating expenses reported by participating agencies during the planning process, it does not appear that revenue for the consolidation effort will be a significant challenge. Provided the agencies reallocate their current transportation budgets (as appropriate) at an agreed upon rate with Palmetto Breeze, adequate operating funding for the effort is available. Limited capital funding can also be overcome through a capital replacement fee (included in contracts) and gradual implementation of the program.

Challenge #1: Vehicles: Additional vehicles that are in acceptable working condition are vital to the consolidation effort. The effort will not be possible unless the Palmetto Breeze fleet is expanded. The most significant challenge facing the consolidation effort is the absorbing agency's access to vehicles that are in good condition and not beyond their useful life expectancy, as determined by the South Carolina Department of Transportation, Office of Public Transit (SCDOT OPT). The SCDOT OPT has adopted the Useful Life guidelines as they are presented in Federal Transit Administration Circular 5010.1, Grant Management Requirements, Chapter IV-17 and presented in Table 9.

As illustrated in Table 10, the number and type of vehicles needed for consolidation will depend on which human service agencies and routes consolidate into the program. For example, it may be possible to consolidate routes for Beaufort County BDSN and Beaufort County COA because they

have similar operating schedules. Likewise, Jasper County BDSN and COA routes may have potential for consolidation. However, at the time of this report, no commitments to participate were finalized.

Even with the common service areas and service times for some agencies, it may not be possible to combine vehicles. Therefore, it is recommended that Palmetto Breeze plan to expand the fleet by an equal number of vehicles to what the human service agencies are operating, pre-consolidation. The vehicles for the consolidation effort should have seating capacity equal to the existing vehicles operated by the human service agencies. In many circumstances, larger vehicles are not appropriate for this effort because of road access and due to the distance between passenger pick-ups (limiting the ride time to no more than 90 minutes). Based on participation in the planning process to date, it is projected that 22 vehicles will be necessary for the initial effort (see Table 10).

Table 9: Vehicle Useful Life Guidelines

Type of Vehicle	Age of Vehicle	Mileage	Example
Minivan or Standard Transit Van	4 Years	100,000 miles	Minivan or Standard Van
Light Duty Small Vehicle (16 to 28 ft.)	5 Years	150,000 miles	Cutaway
Light Duty Medium Bus (approx. 25 to 35 ft.)	5 Years	150,000 miles	Goshen, Eldorado
Medium Duty Medium Bus (approx. 25 to 35 ft.)	7 Years	200,000 miles	Eldorado, Thomas, Goshen
Heavy Duty Small Bus/Trolley (approx. 30 ft.)	10 Years	350,000 miles	Bluebird, Thomas, Goshen, Eldorado
Heavy Duty Large Bus/Trolley (approx. 35 to 40 ft.)	12 Years	500,000 miles	Orion, Gillig, MCI

Source: SCDOT State Management Plan

According to the SCDOT State Management Plan, the useful life of rolling stock begins on the date the vehicle is placed into revenue service and continues as long as it is in service. If a vehicle is rehabilitated with Federal funds, the useful life must be adjusted to reflect the new replacement threshold.

Based on the Model Year standard only of vehicles operated by each agency that is participating in this planning process, there are six vehicles operated by two of the participating agencies that are

potentially eligible for use in a consolidated transportation effort.² Individual vehicles are listed below, by agency.

- ◆ Coastal Empire Community Mental Health – One non-wheelchair accessible vehicle is eligible for consolidation based on the odometer reading.
 - 2011 Ford Econoline – (Odometer reading not available)
- ◆ Jasper County DSN – Five vehicles are eligible, based on the Model Year and Odometer reading and are reportedly in good condition. None of the eligible vehicles are wheelchair accessible.
 - 2008 Ford Escape – Odometer: 43,000 miles
 - 2008 Ford Escape – Odometer: 43,000 miles
 - 2008 Dodge Caravan – Odometer: 54,500 miles
 - 2009 Ford Econoline – Odometer: 39,000 miles
 - 2011 Ford Econoline – Odometer: 5,000 miles

Opportunities: The SCDOT, Office of Public Transit (SCDOT OPT) will inspect vehicles owned by agencies interested in participating in the consolidation effort that do not meet the Useful Life minimum guidelines. The inspections will determine if the vehicles are appropriate for incorporation into the consolidated transportation effort. The SCDOT OPT vehicle inspection will be conducted prior to establishing any contractual agreements for consolidated transportation.

Following the initial inspections, all vehicles that are approved for the consolidation program must be inspected annually by Palmetto Breeze to ensure safe transportation standards are maintained.

Challenge #2: Staff: The lead agency for the consolidated transportation program will be responsible for hiring additional drivers to operate the expanded service. The next chapter outlines the projected number of additional staff necessary for specific consolidation scenarios. The number of staff members will depend upon the scope of the expanded service and the number of routes consolidated into Palmetto Breeze.

Opportunities: Palmetto Breeze, as the lead agency already has the management structure and necessary training programs in place to hire, train, and actively supervise additional transportation staff for the expansion.

Coordinated Transportation Brokerage Structure Challenges and Opportunities

A brokerage structure would achieve the goal of reducing unnecessary duplication of trips by creating a centralized call center where all trips for participating agencies and organizations are scheduled by qualified Palmetto Breeze staff. The staff will schedule trips with the most appropriate transportation provider.

² Beaufort County BDSN fleet vehicles may also be eligible for consolidation but the vehicle model year and odometer reading must be reviewed by the Mobility Manager prior to consideration.

Challenge #1: Methodology for Federal Transit Administration Section 5311 Compliance and Oversight:

The most significant concern for potential coordinated transportation partners relates to providing general public trips. Any organization that sub-contracts with Palmetto Breeze (the designated recipient) as a provider of general public transportation will be required to comply with the requirements of Federal Transit Administration Section 5311 funding. Categories of compliance requirements include the following:

- ◆ Program Management
- ◆ Selection and Eligibility/Eligible Services (Standard Assurances certification)
- ◆ Financial Management
- ◆ Procurement
- ◆ Civil Rights
- ◆ Americans with Disabilities Act
- ◆ Use and Maintenance of Project Equipment (i.e., Buy America certifications, bus testing certifications, pre-award and post delivery audits)
- ◆ Miscellaneous Provisions (i.e., Section 5333(b) Warranty, Drug Free Workplace, Rx/Over the Counter Medication Policies, Drug and Alcohol testing per FTA, and Exposure Control Plan (Bloodborne Pathogens Policy))

If compliance monitoring will be the responsibility of Palmetto Breeze, staffing levels must be increased prior to implementation. An increase in staffing levels will require additional funding that will be included in the fully allocated cost for providing transportation.

Furthermore, the individual human service agencies may also need to implement policy and procedure changes regarding recordkeeping and employment requirements to meet Federal Transit Administration (FTA) regulations. Oversight and monitoring requirements of the new policy and procedure changes will require additional staff time and potentially an additional staff person.

Opportunities: The SCDOT OPT is defining the State's methods for oversight of their Section 5311 programs for the project steering committee.

Challenge #2: Standardized Driver Training: The goal of the advisory committee is to implement a transportation program that improves the quality and availability of transportation services to agency consumers and the general public. When a brokerage system is in place, trips will be assigned to the most appropriate and cost effective transportation provider. As a result, the passenger may not be picked up by the same driver every day. Steps must be taken to ensure that the passenger receives the same quality of transportation service regardless of which driver or agency provides the trip.

Opportunities: To ensure that all drivers have standard customer service and safety training, a coordinated driver training program will be implemented and all coordination providers will be required to participate. The coordinated driver training program will be developed from a consolidation of the driver training programs currently in place at participating organizations and will include all safety and training programs required by recipients of Federal Transit Administration program funds.

Challenge #3: Vehicle Maintenance: Another assurance of passenger safety is vehicle maintenance procedures. The coordination partners must agree to meet minimum vehicle maintenance and safety inspection requirements.

Opportunities: Palmetto Breeze has a qualified maintenance staff and is capable of providing participating agencies with the necessary procedures for ensuring vehicle maintenance standards are implemented and upheld. Furthermore, the opportunity for participating agencies to utilize the Palmetto Breeze maintenance facility exists.

Challenge #3: Vehicle Insurance: All participating transportation providers must be bonded and must be insured at minimum to the same level of coverage as Palmetto Breeze. Extra expenses associated with insurance adjustments must be explored on an individual agency level and may be cost-prohibitive for some organizations.

Opportunities: Several examples of Insurance Pools exist across the country. If the insurance pool is established with appropriate parameters to protect all participants, it may reduce the individual cost of insurance for participating agencies. Examples of insurance pools include Minnesota-Paul Bunyan Transit, Bemidji, Minnesota, Washington State Transit Insurance Pool (WSTIP), and the State of Iowa (a group of systems in Western Iowa).

XII. IDENTIFY APPROPRIATE STRUCTURES TO MEET DEMAND

A STATEMENT ABOUT LATENT DEMAND FOR TRANSPORTATION

Demand for human service agency transportation was included in the Transit Demand Section of this plan. Such demand is driven by the existence and funding amounts directed toward human service agencies. Inventory results indicate that there is a significant amount of human service agency transportation being provided in the area. The recommendations regarding coordination or consolidation of human service agency and public transportation in the area are based on the projected demand for more human service agency transportation as well as the opportunity to improve access to transportation resources for members of the general public who may not be eligible for agency services but still need an affordable mobility option.

The following factors were considered in the recommendations for structures to meet demand:

- ◆ Program demand is driven by the existence of, and funding for, the operation of human service agency programs. In the absence of these funds, the coordinated or consolidated transit system cannot capture unmet program demand. Therefore, it is important to establish service with appropriate financial backing from the programs that sponsor eligible passengers.
- ◆ There is documented unmet need for general public demand response transportation in the most rural portions of the study area. Trip purposes could range from non-emergency medical to employment, nutrition, or social visits.
- ◆ Palmetto Breeze offers public transportation throughout the entire service area. However, an increase in service frequency, availability, or hours of operation would require additional vehicles, revenue, and staff.
 - Palmetto Breeze service area population is 246,992 (according to the 2010 U.S. Census).
 - Approximately 6,107 households have no available vehicle (6.5%). Densities of zero vehicle households are highest in portions of Beaufort County.
- ◆ Analysis of selected human service agency operated routes indicates that the routes overlap. That is, the routes operate in the same or similar geographic area but eligibility restrictions prohibit the general public or passengers from another agency from sharing trips and filling empty seats (when empty seats are available).
 - Routes for Beaufort County BDSN and Beaufort County COA operate in similar areas at similar times of the day.
 - Routes for Jasper County BDSN and Jasper County COA operate in similar areas at similar times of the day.
 - Overlapping routes in Colleton County are also likely, but data from Colleton County agencies was not provided during this planning effort and thus could not be examined.
- ◆ There is a significant veteran population in the service area, along with medical facilities that serve veterans. While the Disabled American Veterans (DAV) does provide quality volunteer

transportation, it does not provide door-to-door service, making access to available services a challenge for individuals in very rural areas who do not drive and/or have mobility limitations. Special mode transportation (i.e., wheelchair accessible vehicles and stretcher services) is provided to qualifying veterans to VA medical facilities. However, these services are very costly to provide.

- ◆ The vehicle fleets operated by participating human service agencies are mostly beyond their useful life (according to SCDOT standards) and may not be appropriate for use in a consolidated or coordinated transportation program. In addition to higher maintenance costs, safety concerns are associated with older, high mileage vehicles.
- ◆ According to Lowcountry Workforce Investment Area (WIA) staff, employment and employment training opportunities are often not available during traditional business hours or near the community where unemployed individuals live. Traditional transit services may not be effective for this population because training and other educational opportunities to advance at work have varying schedules that change per semester and may require travel early in the morning or late in the evening.
 - South Carolina's seasonally adjusted unemployment rate decreased to 9.1 percent from the August estimate of 9.6 percent. Nationally, the unemployment rate decreased from 8.1 percent in August to 7.8 percent in September. The unemployment rate in each county of the service area in September 2012 for the study area was as follows:

▪ Beaufort County	6.7
▪ Colleton County	10.2
▪ Hampton County	11.2
▪ Jasper County	7.6

Therefore, Hampton and Colleton County have the highest need for increased employment transportation.

CURRENT FUNDING SCENARIOS

Overview

On July 6, 2012, President Obama signed into law HR 4348 Moving Ahead for Progress in the 21st Century (MAP-21). MAP-21 emerges with two years of funding with increases in overall transit investment for both FY 2013 and 2014. Formula funds for rural transit and transportation for seniors and people with disabilities (5310) increase in MAP-21. The Job Access Reverse Commute (5316) and New Freedom (5317) programs are now consolidated into the formula funds. Capital funds for bus and bus facilities are slightly reduced from SAFETEA-LU levels. Finally, there is a new focus on safety and asset management in the law with the emergence of the Transportation Emergency Relief Program. Privatization and performance measurement are also emphasized in MAP-21.

A few key notes are provided below. Additional information can be read on the CTAA website at www.ctaa.org.

- ◆ MAP-21 continues to allow recipients of Section 5310 funds to sub-allocate to private nonprofits or state/local government authorities, provided that the state/local authority coordinates service and has certified that no private nonprofit is readily available.
- ◆ The former Section 5317 New Freedom program is combined into the larger Section 5310 program. By 2014, the Section 5310 program will grow by more than 90 percent compared to FY 2012 funding levels.
- ◆ The total Federal investment in Section 5311 Rural Transit will grow by 30 percent from FY 2012 to FY 2014. New changes in the allocations will include factors based on their relative shares of rural transit revenue vehicle miles and non-urban low-income populations. Also, rural transit systems will have to participate in the FTA transit safety and security program.
- ◆ MAP-21 consolidates the Section 5316 Job Access Reverse Commute (JARC) program into the urban (5307) and rural (5311) formula funding programs. Those transit agencies with JARC programs have the authority to use their formula funds (either Section 5307 or 5311) to continue their programs.
- ◆ MAP-21 includes a section on private-sector participation to better coordinate public and private-sector provided public transportation services; promote more effective use of private-sector expertise, financing, and operational capacity to deliver projects; and to promote better understanding of public-private partnerships affecting public transportation.
- ◆ MAP-21 includes the Public Transportation Emergency Relief Program to ensure operation of vital community and public transit services in the case of natural emergencies. Grants would be available for evacuation services, rescue operations, temporary public transportation service and reestablishing, expanding, or relocating public transportation route service before, during, or after an emergency. The operating assistance would be available for either a one-year or two-year period. Capital assistance is also available to protect, repair, reconstruct, or replace equipment and facilities.
- ◆ MAP-21 includes establishment and implementation of a national transit asset management system, that requires recipients and subrecipients of Federal financial assistance to develop a transit asset management plan and report on the condition of their system.

The Federal Transit Administration dollars are limited and will not completely support a coordinated or consolidated system. Local match is required and may be derived from grants and local, State, or non-U.S. Department of Transportation (DOT) programs. Other non-U.S. DOT Federal funding sources are extensively used by the participating human service agencies and may be eligible for funding the coordinated or consolidated transportation services. Some project eligibility restrictions may apply. Further direction from the South Carolina Coordinated Transportation Council is available to local agencies. Listed below are possible non-U.S. DOT Federal local funding sources:

- ◆ Medicaid, the single largest human service agency funding source, is used by several organizations.
- ◆ Title III-B of the Older Americans Act has been used by Councils on Aging for decades to support transportation, however, these funds have been declining in recent years and are not projected to reverse course during the planning horizon encompassed in this plan.
- ◆ U.S. Veterans Affairs transportation funding.
- ◆ U.S. Department of Health and Human Services:
 - Temporary Assistance to Needy Families (TANF)
 - Health Centers
 - Project Hope

- Head Start
- ◆ U.S. Department of Education
 - In South Carolina, as of July 1, 2000, any entity transporting preprimary, primary, or secondary school students to or from school, school related activities, or child day care is required to use a vehicle that meets federal school bus safety standards. The law provides an exception for certain state agencies transporting parents and children together. Jacob's Law clarifies that it is not intended to prohibit schools or any other entity affected from contracting with common carriers, to transport children (as long as the common carrier is not primarily in the business of transporting students and the motor carriage used is designed to hold 30 or more passengers). This exemption allows the use of larger passenger buses to be used for field trips. Under Federal law, any motor vehicle designed to carry more than 10 persons is classified as a bus. (56-5-195, SC Code of Laws, Jacob's Law) (Source: Federal Motor Carrier Safety Administration, SC Division)
- ◆ U.S. Office of Special Education and Rehabilitative Services
- ◆ U.S. Department of Labor
 - Workforce Investment Act

Summary

The new guidance in the form of MAP-21 is beneficial to the plan because funding levels for the relevant transit and coordinated transportation for the next two years (through FY 2014) are published and recipients and subrecipients can now plan for the future with certainty. Furthermore, declining revenues in the human service agency field will make it a challenge for participating agencies to continue to fund operations of consumer transportation services, and upkeep and replacement of vehicles. These two factors make coordination or consolidation a feasible consideration for the short-and long-term in the study area.

Two additional factors, (1) the new funded emphasis on mobility management for veteran transportation and (2) the inclusion of private-sector participation in MAP-21, are significantly beneficial to coordination and consolidation plans for the Lowcountry.

APPROPRIATE ORGANIZATIONAL CONCEPTS TO ADDRESS DEMAND

Key Parameters Governing Recommendations

Key parameters used in the assessment include the following factors:

- ◆ Transit vehicles operated by human service agencies in the planning area are aging and most are beyond their useful life. Aging vehicles lead to increased maintenance costs and safety risks. A vehicle replacement schedule will be necessary in the short- and long-term. New vehicles are a necessity to move forward in the consolidation process.
- ◆ Federal funding for human service agency programs will be subject to budgetary constraints over the planning horizon addressed in this plan.
- ◆ There is duplication in human service agency routes as well as redundant trip scheduling and employee training programs that lead to unnecessary expenses for the individual programs.

- ◆ Under the current scheduling procedures, there are both temporal and spatial elements associated with unmet transportation needs. There are capacity constraints during certain peak periods where the general public cannot access agency vehicles if those vehicles were open to the public because they are already full. Some capacity issues could be alleviated with a mixed fleet of vehicles.
- ◆ Palmetto Breeze is concerned that it does not have the adequate capacity to provide the necessary contract oversight for contracted service providers that would receive Section 5311 Rural Transit funding from Palmetto Breeze for providing general public trips under a coordinated model. This concern precludes Palmetto Breeze from brokering trips to nonprofit, human service agency, private, or public transportation operators.
- ◆ If consolidation is achieved, Palmetto Breeze must address the issue of capacity constraints caused by the aging vehicles currently operated by the human service agencies.
- ◆ There are opportunities for the agencies and Palmetto Breeze to share scheduling, maintenance, and training without giving up the respective control and/or autonomy of their programs. These actions will have beneficial effects on all programs.
- ◆ Some of the projected demand is in the outlying areas. These trips are difficult to serve with traditional transit services³ because of their low population densities. Traditional transportation services may not be cost effective.
- ◆ Palmetto Breeze should apply its existing Mobility Management strategies to include passenger trip counts from multiple funding sources.

Five key concepts emerge from this analysis:

1. Consolidate human service agency vehicles that are in acceptable condition to the SCDOT OPT and Palmetto Breeze into the public transit system in the short-term. With only six vehicles that meet the SCDOT definition of ‘useful life,’ the implementation must be gradual as new vehicles are added to expand the Palmetto Breeze fleet. Additional driving staff will also be necessary to increase Palmetto Breeze’s capacity to assume operations of additional human service agency routes (beyond the agency routes it currently operates).
2. Establish brokerage contract agreements with private providers who can effectively ‘fill-in’ the gaps that are not effectively served by traditional public transit. Voucher program to accompany the brokerage. (Alternatively, the voucher program could be implemented independently from the brokerage.) Both options would require Federal Transit Administration program compliance oversight. Palmetto Breeze is not interested in taking on oversight responsibilities at this time.
3. Coordinate driver and passenger assistance (PASS) training to ensure safety standards are equitable across the service area. Standardized training will facilitate future consolidation or brokerage plans.

³ Traditional transit services are defined as those provided on a fixed or deviated route.

4. Establish standard maintenance and safety standards for all vehicles (including those vehicles that are owned or operated by participating human service agencies) used in the provision of consolidated transportation services.
5. Create a volunteer transportation program to serve the individual trips that cannot be effectively accommodated with public or private transit services. A volunteer program is a long-term goal.

Each of the above noted concepts is explored in detail in chapter VI.

Structure

XIII. SERVICE STRUCTURE IMPLEMENTATION

Step 1: Gradually Consolidate Human Service Agency and Public Transportation

The next steps in the consolidation process are:

- 1. Palmetto Breeze develop Memoranda of Understanding (MOU) with each of the participating agencies that want to participate in a transportation consolidation effort.*
- 2. Palmetto Breeze finalize contractual agreements and billing procedures between Palmetto Breeze and the participating human service agencies that want to consolidate services into Palmetto Breeze.*
- 3. Palmetto Breeze will secure up to 22 additional vehicles so that it can begin to provide consolidated services.*
- 4. Palmetto Breeze will secure funding and hire additional drivers, dispatchers, and administrative staff at Palmetto Breeze, as necessary.*
- 5. Palmetto Breeze will continue to monitor contractual agreements.*

Service Description

Table 1 summarizes the basic description for consolidating transportation with Palmetto Breeze as the lead agency. The recommended consolidation effort would result in Palmetto Breeze becoming the transportation provider for participating agencies while continuing to provide public transit. Agencies would reimburse Palmetto Breeze for trips that it provides, per a formal contractual agreement. The contractual agreement should be renegotiated on an annual basis, similar to the current Palmetto Breeze contracts that are five-year contracts with five one-year options. Incremental implementation of the consolidated program is recommended for two primary reasons:

- ◆ Most of the vehicles that could be included in the consolidation are not eligible because they are beyond the useful life.
- ◆ Consolidation requires a significant increase in driving staff as well as changes in maintenance and scheduling procedures for Palmetto Breeze. Gradual implementation will give Palmetto Breeze the opportunity to grow into its new role as the lead agency.

Projected Cost

The projected costs of Step 1 will depend on the number of participating agencies. Commitments for participation were not finalized at the time of this planning process. As a potential consolidation scenario example, we have considered the projected cost for consolidation of transportation currently operated by Jasper County BDSN, Jasper County Council on Aging, Beaufort County Council on Aging, Beaufort County BDSN, and Hampton County Council on Aging into Palmetto Breeze.

Table 10 below outlines that consolidation of those agency trips will require up to 22 additional vehicles for the Palmetto Breeze fleet. It is likely that number of vehicles needed to provide the service will be less if some passenger trips are appropriate for consolidation into an existing route.

The projected average miles per hour is based upon current performance by the agencies. The time to load passengers using wheelchairs or individuals who take a little longer to board the vehicle is considered in the average. The average speed for employment and food bank trips is faster than day program and normal COA routes because all passengers are picked-up and dropped-off at a single location (rather than different stops to pick-up/drop-off each individual). Based on the projection, the consolidation will travel up to 422,894 miles per year. Table 10 projects potential annual miles and ridership for the consolidation of human service agency trips.

Table 10: Vehicle Requirements and Projected Ridership for the Consolidation

Programs	Days of Service per Year	Number of Vehicles Currently Used per Day	Projected Average Miles per Hour	Projected Average Annual Vehicle Miles	Current Annual Ridership
Beaufort Co. BDSN Day Program	250	7	16	84,000	23,500
Beaufort Co. BDSN Respite Program	150	1	16	7,200	9,000
Beaufort Co. BDSN Group Employment Air Station	50	1	12	600	800
Beaufort Co. BDSN Group Employment Goodwill	250	2	12	6,000	9,000
Jasper Co. BDSN Day Program	245	2	16	200,000	36,750
Jasper Co. BDSN Employment	245	1	16	33,075	12,250
Jasper CO. COA Ridgeland Senior Center	250	2.5	13	33,150	14,000
Jasper Co. COA Ridgeland Food Bank	50	1	13	1,989	1,150
Jasper Co. COA Robertville Senior Center	250	1	13	13,260	5,500
Beaufort Co. COA St. Helena	200	1	13	800	9,600
Beaufort Co. COA St. Burton Wells	250	1	13	1,000	7,000
Hampton Co. COA Yemasee and Estill Routes	200	2	23	41,820	4,800
Total		22.5		422,894	133,350

Source: Data provided to RLS by individual agencies through an interview process.

As illustrated in the maps in Exhibits 7 through 13, some geographic duplication exists between the human service agency routes in Beaufort and Jasper counties. After analysis of the potential to mix individual consumers from those human service agencies, it is highly likely that that less than 23 vehicles will necessary for Palmetto Breeze providing the current level of services, or the vehicle mix may be adjusted (i.e., use of smaller or larger vehicles). Furthermore, it is also possible for Palmetto Breeze to provide more passenger trips (rides) each year than is currently provided by the participating organizations because of the ability to schedule general public passengers on the vehicles and fill seats that would otherwise be empty or utilize the vehicles during times that would have otherwise been idle. General public ridership is likely to gradually increase as word of the available services spreads.

Actual annual vehicle miles under the consolidation must be determined based on the ability to mix consumers and combine routes without creating a longer ride-time for passengers. Based on the current vehicle utilization information (provided by human service agencies), the following vehicle mix is expected to be necessary after consolidation (Table 11). It would appear, based on current vehicle utilization, that the number of vehicles utilized during the morning and early afternoon could be reduced from 21 to 16 vehicles by using five of the same vehicles for Beaufort DSN Day Program trips to picking up passengers for five COA routes. In the afternoon, however, the COA and DSN Day

Program route times overlap by approximately 30 minutes. Therefore, it is likely that all 21 vehicles will be needed in the afternoons. If it is possible to consolidate trips for two or more of the participating organizations, the number of vehicles needed in the afternoon could also be reduced. Opportunities to consolidate trips will be explored during negotiations between Palmetto Breeze and the participating agencies.

It is expected that vehicles of similar make, model, and seating capacity as those listed in Table 11 will be necessary for the initial consolidation effort.

Table 11: Vehicle Requirements for Consolidated Effort, Projected

ID #	Make	Model	Capacity (amb./ wheelchair (WC)	Garage Location	Dasys of the week	Time of Day Operated																				
						AM						PM														
						6:00	7:00	8:00	9:00	10:00	11:00	12:00	1:00	2:00	3:00	4:00	5:00	6:00	7:00	8:00						
Beaufort County DSN																										
20232	Dodge	Minivan	7	Port Royal	Mon.-Fri.					M-F Not Available - Staff, Case Managers, and EI						Tue./Thur. Respite Pgrm.										
20232	Dodge	Minivan	7	Port Royal	Sat.								Sat. Respite Program													
23107	Ford	Van	15	Port Royal	Mon.-Fri.					Goodwill Locations (Bluffton)																
21581	Dodge	Maxiwagon	15	Port Royal	Mon.-Fri.	Day Pgrm.				Goodwill Locations (Beaufort)												Day Pgrm.				
22911	Ford	E350 Van	15/1 WC	Port Royal	Mon.-Fri.	Day Pgrm.													Day Pgrm.							
22929	Dodge	Caravan	7	Port Royal	Mon.-Sun.	Day Pgrm.				Air Station (alternating weekends)												Day Pgrm.	Air Station (alternating weekends)			
23289	Ford	E350 Wagon	15	Port Royal	Mon.-Fri.	Day Pgrm.													Day Pgrm.							
23309	Ford	E350 Van	15/1 WC	Port Royal	Mon.- Sat.	Day Pgrm.													Day Pgrm.							
23333	Ford	E350 Coach	17/2 WC	Port Royal	Mon.- Sat.	Day Pgrm.													Day Pgrm.							
33231	Ford	E350 Van	15/1 WC	Port Royal	Mon.- Sat.	Day Pgrm.													Day Pgrm.							
Beaufort County COA																										
575	Dodge	2000 Caravan	7	Not Provided	Mon.-Fri.					Burton Wells						Burton Wells										
715	Chevy	2001 Express	15	Not Provided	Mon.-Fri.*					St. Helena						St. Helena										
Hampton County COA																										
Not Provide	Ford	1998 Minivan	7	Hampton Ctr.	Mon.-Fri.					Yemassee						Yemassee										
Not Provide	Ford	2003 Van	Not Provided	Hampton Ctr.	Mon.-Fri.					Estill						Estill										
Jasper County COA																										
6	Dodge	1997 RMW	ADA	Ridgeland Ctr.	Mon.-Fri.																					
5	Chevy	2001 G35 EX	15	Ridgeland Ctr.	Mon.-Fri.					Ridgeland						Ridgeland										
12	Dodge	2002 Caravan	12	Ridgeland Ctr.	Mon.-Fri.					Ridgeland						Ridgeland										
2	Ford	2003 S314	15	Ridgeland Ctr.	Mon.-Fri.					Robertville						Robertville										
Jasper County DSN																										
890	Ford	2004 minivan	6	JCBDSN	Mon.-Fri.					Rehab.						Rehab.										
892	Ford	2008 Escape	3	JCBDSN	Mon.-Fri.					HASCI						HASCI										
895	Dodge	2008 Caravan	6	JCBDSN	Mon.-Fri.					Rehab						Rehab										

Reducing Costs Over Time

Currently, the total annual operating expenses for the Beaufort and Jasper County BSNs and Beaufort, Hampton and Jasper County Councils on Aging to provide the above noted services is estimated to be \$675,640.39. Table 12 provides a breakdown of the individual agency expenses as reported for 2011.

At the FY 2011 fully allocated cost per mile for Palmetto Breeze (\$2.43), the new cost for providing through a consolidated effort if Palmetto Breeze were to assume all of these services without reducing the number of vehicles on the road or changing routes would be \$1,027,632.42. Beyond these expenses, the consolidation effort may create additional overhead expenses for Palmetto Breeze to hire additional supervisors and individuals to manage the FTA compliance oversight and monitoring. It is recommended that Palmetto Breeze include the new consolidation overhead expenses (i.e., administrative staff and capital replacement) as separate fees in each contract agreement. The additional overhead expenses can be shared by the consolidation partners based on the level and amount of service provided for that agency.

As stated during each phase of the planning process of this effort, the initial cost of consolidating services is projected to be the same or higher than the current method of providing services. For this reason, the non-fiscal benefits of consolidation must be heavily considered by all parties.

Costs can be reduced as Palmetto Breeze works to consolidate routes and passenger trips into fewer vehicles and improves the operating efficiency of the services (while preserving quality of service). Other expenses, that do not translate into direct costs to the human service agencies that will be an immediate cost savings, but may not be captured here, include reduced time for procurement of vehicles and parts, reduced maintenance oversight, reduced management time. Most significantly, those organizations that are using a case manager or other similar employee to drive can start use that employee for other mission-essential functions. Ultimately, this will result in more efficiency for the overall human service agency budget (not just transportation).

Table 12: Current Operating Costs by Agency before Consolidation

Non-Profit Human Service Agency Transportation Services								
Agency	Labor	Fuel	Maintenance	Insurance	Fixed Costs	Total Annual Operating	Allocated Cost Per Hour	Allocated Cost Per Mile
Beaufort County DSN								
Day Program	\$91,892	\$9,836	\$11,189	\$7,595	\$1,200	\$121,711	\$23.64	\$1.48
Respite	\$7,876	\$4,281	\$1,598	\$1,085	\$1,200	\$16,041	\$42.99	\$2.63
Group Empl. Air Station	\$8,752	\$4,281	\$1,598	\$1,085	\$1,200	\$16,916	\$58.26	\$24.28
Group Empl. Goodwill	\$56,885	\$8,562	\$3,197	\$2,170	\$1,200	\$72,014	\$25.87	\$8.41
Total Costs	\$165,405	\$26,959	\$17,582	\$11,935	\$4,800	\$226,682		
Jasper County DSN								
Day Program	\$46,981	\$56,977	\$19,963			\$135,005	\$109.70	\$0.67
Employment	\$53,559	\$6,783	\$2,377			\$62,719	\$20.38	\$2.04
Total Costs	\$100,540	\$63,760	\$22,340	\$7,583	\$3,500	\$197,723		
Beaufort County COA								
	\$48,000	\$19,200	\$5,000	\$6,600	\$22,950	\$101,750	\$56.50	\$3.83
Hampton County COA								
Yemassee & Estill Routes	\$53,846	\$12,570	\$3,716	\$3,249	\$900	\$74,280	\$41.30	\$1.77
Jasper County COA								
Ridgeland Senior Center	\$38,446	\$14,980	\$5,000	\$3,383	\$24,875	\$86,684	\$32.26	Not Available
Ridgeland Food Bank	\$2,754	\$1,020	\$2,500	\$1,353	\$45	\$7,672	\$2.88	Not Available
Robertville Senior Center	\$18,400	\$8,000	\$2,500	\$1,353	\$24,875	\$55,128	\$20.55	Not Available
Total Costs	\$59,600	\$24,000	\$10,000	\$6,090	\$49,795	\$149,485		
TOTAL OPERATING EXPENSES	\$427,391.19	\$133,919.08	\$54,922.44	\$32,208.44	\$81,045.00	\$675,640.39		
COST PER HOUR							\$2.88 TO \$109.70	
COST PER MILE								\$0.67 TO \$24.28
Public Transportation Provider								
Palmetto Breeze (2011)	Labor	Fuel	Maintenance	Insurance	Fixed Costs	Total Annual Operating Expense	Allocated Cost Per Hour	Allocated Cost Per Mile
All Services	\$499,708.00	\$356,525.00	\$172,692.00	\$90,226.00	\$714,260	\$1,833,411.00	\$57.44	\$2.43

Note: Cost per mile for Jasper Co. COA could not be accurately estimated because number of miles was not provided.

Fiscal and Passenger Fare Structure Policies

Fiscal Policies

Palmetto Breeze management and the Mobility Manager will meet with individual agencies to negotiate a reimbursement rate to be paid to them by the agency for the service provided by Palmetto Breeze. Contractual agreements should be negotiated based on the projected fully allocated costs (see Table 12), and the level and mode of service to be provided for agency consumers.

Contracts must be negotiated between each of the participating agencies and Palmetto Breeze to define acceptable billing arrangements. If the fully allocated cost is not feasible, Palmetto Breeze and the participating agency may agree on a lower rate, with clarification that Palmetto Breeze is subsidizing the trip with other funding sources. It is recommended that the partners agree to monthly billing intervals. Contracts should be revisited annually to ensure that terms and conditions are meeting each partner's needs and that the rates are agreed upon. A sample contract is provided in the Appendix and can be modified as appropriate.

It is recommended that each contract include an additional capital replacement fee that will gradually ensure that the necessary local revenue exists when vehicles need to be replaced. The fee should be determined by Palmetto Breeze and agreed to by the participating agency. A capital replacement fee could be a percentage of the cost per hour or mile. Other fees could also be included to compensate for necessary local match for other aspects of the program, if agreed by all parties. Other fees could include management and administrative, or mobility management fees.

Fare Structure Policies

Under the consolidated transportation program, passengers who are funded by a participating human service agency (through a negotiated fully allocated costs contract) will not be charged a fare for transportation on Palmetto Breeze for trips that are included in the contract agreement. General public passengers will continue to pay a fare for each one-way trip.

Demand Response

The recommended fare structure for general public passengers riding on demand response or coordinated transportation routes is based on a simple method using the trip origin and destination. For the demand response mode of service, two options are recommended. Palmetto Breeze will determine an appropriate passenger fare rate and fare structure.

1. General public coordinated transportation passengers pay a fare for in-county trips and out-of-county trips. For example, trips with an origin and destination within Beaufort County will pay the in-county base fare. Whereas trips that cross the county line will pay a higher fare. The trips that cross county lines will be based on the community of trip origin to destination.
2. A point-to-point structure is also possible due to the large geographic service area.

Recommended general public fares should comply with Palmetto Breeze's performance monitoring in terms of fare recovery ratio. Palmetto Breeze must also conduct a Title VI and Environmental Justice evaluation to ensure that the new fare policy does not disproportionately impact individuals with low incomes or minority populations. A potential fare structure for general public passengers (to be considered by Palmetto Breeze) is:

In-County: \$4.50 per one-way trip (\$2.25 for elderly and disabled)

Out-of-County: An additional \$1.00 for each county line crossed (\$0.50 for elderly and disabled)

Coordinated Route

General public trips with a pick-up and drop-off location that can be accommodated on a coordinated route by slightly deviating from the route (eg. up to one mile from the typical route that the vehicle travels) will pay a fare that is less than the demand response fare.

Subscription Trips

General public passengers will have the option to make subscription trips on Palmetto Breeze. Subscription trips are those that occur at the same time and on the same day on a regular interval (i.e., daily or monthly). Subscription trips can be scheduled with a single phone call and passengers will be required to call back only if they need to cancel the trip. Subscription passengers pay the general public coordinated transportation fare.

Staffing Levels and Use of Technology

As previously stated, Palmetto Breeze will need to increase staffing levels to accommodate the service expansion. At a minimum, it is expected that Palmetto Breeze will need to hire in the following position categories:

- ◆ Drivers
- ◆ Supervisors
- ◆ Dispatcher/Scheduler
- ◆ Administrative (i.e., billing, recordkeeping, accounting, compliance monitoring)

Lowcountry Council of Governments is a recipient of the technology grant for veteran's transportation in the region (Veterans Transportation and Community Living Initiative (VTCLI). The grant would be executed after this planning period. Therefore, it is difficult to project the specific benefits of the new technology. In general, it is expected that vehicle tracking systems will benefit the Palmetto Breeze scheduler/dispatcher and improve the system's capability to execute the most effective trip assignments in real time. The technology will also provide Palmetto Breeze with improved accuracy in monitoring and reporting vehicle utilization and trip data.

Step 2: Establish Brokerage Contracts with Private Providers and a Voucher Program

A brokerage with organizations that are not participating in the consolidation effort is a logical option for the next steps in the consolidation and service expansion process are:

6. *Palmetto Breeze will be responsible for oversight and monitoring of contractors that receive Federal Transit Administration (FTA) funding through the contractual agreements. Additional staff must be hired.*
7. *Palmetto Breeze will secure funding to cover the cost of transportation vouchers. Local funding should be provided by human service agencies, state, and Federal programs with a mission similar to the purpose of the voucher.*
8. *Palmetto Breeze will establish voucher agreements with participating transportation providers.
Palmetto Breeze will develop an RFP for service providers to operate trips that are not appropriate for the consolidated trips that Palmetto Breeze operates.*
9. *Palmetto Breeze will award the RFP.*
10. *Palmetto Breeze will be the broker of trips to participating providers.*
11. *Palmetto Breeze will continue to monitor fairness of the brokerage assignments.*

Description

The study area is rich with private taxi and non-emergency medical transportation (non-Medicaid eligible) providers. Private operators will benefit from the program by offering transportation during hours, days, or geographic areas where public transportation is not available. For example, private operators often operate during early morning or late evening hours and on weekends.

Projected Cost

Agreements between Palmetto Breeze (as the broker) and private transportation operators must be established through a proper procurement process. Palmetto Breeze should develop an RFP that defines the scope of services needed. Recommended service aspects for the RFP include, but not limited to, the following:

- ◆ Evening transportation (after 6:00 PM);
- ◆ Early morning transportation (before 6:00 AM);
- ◆ Non-Emergency Medical Transportation (non-Medicaid eligible);
- ◆ Weekend transportation services
- ◆ Employment-related transportation outside of PB operations; and,
- ◆ Long-distance trips with an origin or destination beyond the regular Palmetto Breeze service area (i.e. trips to Charleston).

Fiscal and Passenger Fare Structure Policies

Regularly occurring private taxi trips, such as taking a taxi to/from work, are often not an affordable option. The coordination partners will work together to secure funding that will be dedicated to the Voucher Program. The Vouchers will off set, or completely compensate, the cost of the trip for the individual passenger.

Voucher programs are an eligible expense under the current Section 5316 (Job Access and Reverse Commute program) and will most likely continue to be eligible under the MAP-21 legislation that

takes effect in 2013. A 50 percent local match for Section 5316 or 5317 is required. (Note that Federal dollars can be used for administration of the program but cannot be used to purchase the vouchers for individual riders.) Local match should be provided from the Workforce Investment Area (WIA), Health and Human Services (HHS), and/or local foundations, non-profit organizations with a mission to assist individuals with low incomes to get to and from employment or employment related activities. Private businesses and business organizations should also have the opportunity to contribute to the program because it will improve the potential employee base.

Staffing Levels and Use of Technology

An existing staff member at Palmetto Breeze will be responsible for monitoring the taxi voucher program. Administrative staff will be responsible for billing and receiving. No additional technology is required. Additional staff will be necessary to handle FTA compliance oversight and monitoring.

Step 3: Coordinate Driver and Passenger Assistance Training

The next steps in the consolidation process are:

- 12. The Palmetto Breeze Mobility Manager will work with each of the human service agencies and other transportation providers that signed an MOU to participate in coordinated driver and passenger assistance training.***
- 13. Agencies and transportation providers will give the Mobility Manager a complete listing of current training requirements, costs, schedules, and locations.***
- 14. The Mobility Manager will develop a training calendar to list all training opportunities in the region that can be shared between the agencies. The training calendar will be made available to all participating organizations on the Palmetto Breeze website.***
- 15. Agencies will be responsible for setting and collecting fees for trainings that they provide.***
- 16. Agencies will be responsible for signing up their own staff for trainings.***
- 17. The Mobility Manager will work with participating agencies to bring in new shared training opportunities. The cost of new training opportunities will be shared among the participants.***

Description

All participating agencies, regardless of their level of participation in the consolidated program, can benefit from coordinated driver training opportunities offered through the program. It is recommended that appropriate members of the advisory committee agree (via MOU) to establish a sub-committee to work with the Mobility Manager to develop the most appropriate driver and passenger assistance training. At minimum, the training curriculum will include PASS training. A suggested chart of training programs is included as Table 9. The chart is intended as a starting point and may be amended as the sub-committee begins to develop requirements. Additional training options can be found at

www.regionalserviceplanning.org/coordination/documents/white_papers/hiring_training_final_12-2006.pdf.

Table 12: Suggested Training Chart

	Training	Bi-Annual	Annual	Description
N e w H i r e s	Passenger Assistance Techniques and sensitivity skills (PASS)		●	Passenger Assistance Techniques and Sensitivity Skill is required by many transportation funding sources. 49CFR37.173 The rule specified training to proficiency and required that service be provided competently and courteously. PASS is strongly recommended annually. The training program provided should include sensitivity on how to interact and communicate with persons with disabilities, proper lift operations, proper securement techniques and equipment inspection and maintenance. This should be considered a pass or fail training with a required practicum and driver evaluation completed by a trained instructor.
	Cardiopulmonary resuscitation (CPR)	●		Several orgnaizations participating in the advisory committee offer qualified CPR trainers.
	Employee Substance Abuse Awareness		●	This one time training must meet the requirements of the Federally mandated Drug & Alcohol testing program for public transit operators as identified in 49CFR Part 655 and Part 40. At a minimum the training program must provide information on the agency policy, regulatory requirements of employees, effects of drugs and alcohol misuse on work, life, and health.
	Defensive Driving		●	Defensive Driving is strongly recommended annually. At a minimum the training program should include vehicle safety inspection, defensive driving tools, rules of the road, following distance, breaking distance, merging, rail crossings, hazards, intersection etiquette and proper passing techniques.
	Emergency Procedures and Evacuations		●	Emergency Procedures and Evacuations is strongly recommended annually. This training program should include emergency procedures and evacuations including vehicle preparation, hazardous conditions, securing the vehicle, breakdown procedures, accident procedures, and passenger illness/injury.
	Pre-Trip Inspections		●	Pre-Trip Inspection training is strongly recommended annually. This training program should include information on how to conduct and document a thorough pre-trip inspection, what problem areas to look for, maintaining the wheelchair lift and securements, process for reporting deficiencies, establishing service intervals and monitoring repair history.
	Dealing with Diffuult People		●	This is appropriate training for all who interact with the public. The training program should address behavior styles, appropriate response to difficult behaviors, active listening, and problem solving.
V e r e f r e s h i o n a l s	Passenger Assistance Techniques and sensitivity skills (PASS)		●	This is appropriate training for all who interact with the public. The training program should address behavior styles, appropriate response to difficult behaviors, active listening, and problem solving.
	Cardiopulmonary resuscitation (CPR)	●		
	Defensive Driving		●	Defensive Driving is strongly recommended annually. At a minimum the training program should include vehicle safety inspection, defensive driving tools, rules of the road, following distance, breaking distance, merging, rail crossings, hazards, intersection etiquette and proper passing techniques. Shorter refresher courses are available for those who have already completed the basic course.
	Emergency Procedures and Evacuations		●	Emergency Procedures and Evacuations is strongly recommended annually. This training program should include emergency procedures and evacuations including vehicle preparation, hazardous conditions, securing the vehicle, breakdown procedures, accident procedures, and passenger illness/injury.
	Pre-Trip Inspections		●	Pre-Trip Inspection training is strongly recommended annually. This training program should include information on how to conduct and document a thorough pre-trip inspection, what problem areas to look for, maintaining the wheelchair lift and securements, process for reporting deficiencies, establishing service intervals and monitoring repair history.
O t h e r	Preventative Maintenance for Managers		●	Preventive maintenance is an essential element of every effective maintenance program as it helps to ensure maximum vehicle reliability, safety, and longevity. This session will address the manager's responsibility in ensuring vehicles are maintained to allow the fleet to operate in a safe and efficient manner.
	Bloodborne Pathogens		●	This annual training is intended to provide information necessary to protect employees who have the potential to be exposed to bloodborne pathogens. This training should provide the basic understanding of bloodborne pathogens, common modes of transmission, and methods of preventing exposure. Each employer should have an appropriate Exposure Control Plan in place that outlines provisions for the proper selection of personal protective clothing and equipment, labeling requirements, exposure determinations, housekeeping practices, records keeping procedures. This training will not necessarily address each organization's Exposure Control Plan, but rather provide a basic knowledge of Universal Precautions and meet the basic training requirements of OSHA's Bloodborne Pathogen Standard as identified in 29 CFR Part 1910.
	Safety and Security		●	For employees and supervisors who have direct contact with the public or the vehicles and facilities used by the public, this course will provide practical methods and proper techniques to assist your operation with plausible safety measures, including facility and bus inspection, identification of suspicious packages/persons, and other hazards.
	Customer Service		●	For employees and supervisors who have direct contact with the public.
	Road Rage Awareness		●	For drivers.
	Diversity Training		●	For new hires and veteran employees.
	Sexual Harrassment		●	For new hires and veteran employees.

Step 4: Establish Standard Vehicle Maintenance and Safety Standards Program

The next steps in the consolidation process are:

- 18. The Palmetto Breeze Mobility Manager will work with each of the human service agencies and other transportation providers that signed an MOU to participate in coordinated vehicle maintenance and safety standards program.***
- 19. Agencies and transportation providers will give the Mobility Manager a complete listing of current maintenance procedures, policies, goals/standards, and expenses.***
- 20. The Mobility Manager will work with each of the participating organizations on an individual level to design an alternative maintenance practice that improves safety standards and seeks to reduce duplication.***

Description

All participating agencies, regardless of their level of participation in the consolidated program, can participate in the standardized vehicle maintenance and safety program. Participation in the maintenance program will be established through the MOU process. That is, organizations will identify their interest in participating in the program. Participation may include the following two options:

- ◆ Contract with Palmetto Breeze for passenger vehicle maintenance. Palmetto Breeze staff will be responsible for maintenance of vehicles operated by participating organizations (via contractual agreement).
- ◆ Adopt the vehicle maintenance policies and procedures of Palmetto Breeze but continue to hold the maintenance functions in-house or contract them out to local garages.

The leading benefits of standardizing the vehicle maintenance and safety standards of all public and non-profit transportation providers in the region are as follows:

- ◆ Improved customer safety.
- ◆ Easier transition into coordination between agencies and/or with Palmetto Breeze, if coordination is a desirable option in the future.
- ◆ Potential to consolidate existing maintenance programs (with Palmetto Breeze or with a local garage or technical college program) and reduce overhead expenses of individual agencies.

Step 5: Volunteer Driver Program

The next steps in the consolidation process are:

- 21. Local funding sources will be secured to provide a local match for Section 5316 or 5317 (and eventually MAP-21) funds to support the labor and direct expenses of administering a volunteer transportation program. Potential funding sources include those listed in Exhibit 6 and other local appropriations, grants and contributions. A potential local match***

resource to consider initially is the Workforce Investment Area and Title III-B of the Older Americans Act.

- 22. Palmetto Breeze and/or Lowcountry Council of Governments will hire a Mobility Manager to develop and manage the regional volunteer driver program.*
- 23. The organization that hires the Mobility Manager will apply for Section 5316, 5317, or Map-21 funds to support administration of the program.*
- 24. A volunteer database will be created by the new Mobility Manager or purchased web-based or volunteer scheduling software program.*
- 25. Procedures for administering the volunteer driver program will be developed by the Mobility Manager and adopted by the lead agency.*

Description

A volunteer driver program is recommended as a long-term goal for the area. A basis for the volunteer driver program already exists with the veteran's transportation network. A similar program for older adults and individuals low incomes should be incrementally created beginning in Beaufort County and gradually expanding to surrounding area. Also, Appalachian Councils of Governments in the SC Upstate has a Mobility Manager that administers a volunteer driver program for seniors. It is recommended that Palmetto Breeze contact the Aging and Disability Resource Center of the Lowcountry (ADRC) to determine if that agency would be interested in participating in the administration of a volunteer driver program. The ADRC is a federally mandated program under the Older Americans Act.

Projected Cost

Projected costs for the volunteer program will include the following categories:

- ◆ Part-time mobility manager/volunteer driver coordinator;
- ◆ Part-time scheduler;
- ◆ Volunteer driver mileage reimbursement (typically at the IRS Standard Mileage Rate which is currently 55.5 cents per mile);
- ◆ Vehicle liability coverage; and,
- ◆ Small budget for meals and incidentals when drivers are on the road for more than six hours.

Administration of the volunteer program is an eligible expense under the New Freedom Initiative Program (Section 5317) and is an approved function of a Mobility Manager. A 20 percent local match is required for Mobility Management. Local match may be derived from State, local, private, and non-U.S. Department of Transportation (DOT) Federal program.

Fiscal and Passenger Fare Structure Policies

Volunteer transportation is free for the passenger. Passengers may have the option to donate to the program. Purchase of a web-based volunteer sign-up and trip request should be considered

Staffing Levels and Use of Technology

Administration of the volunteer driver program will require an expansion of the mobility management program in Lowcountry.

IMPLEMENTATION TIMELINE

Implementation of the five recommended strategies will be driven by revenue and funding cycles. The following list outlines the general suggested implementation timeline for each activity outlined in this plan. The timeline will be refined upon discussion with the steering committee, advisory committee, and South Carolina Department of Transportation Office of Public Transit.

Activity	2012-2013	2013-2014	2014-2015	2015-2016	2016-2017
Establish MOUs					
Add a new board member to the Palmetto Breeze Board of Directors to represent the coordination/consolidation partners					
Finalize the fully allocated costs for consolidation					
Sign contracts for consolidation					
Secure additional vehicles for consolidation					
Hire new staff to support consolidation					
Set up monitoring, billing, and recordkeeping policies					
Implement consolidated routes					
Develop and distribute an RFP for private operators to participate as transportation providers in the brokerage (include the required standards and assurances that must be followed in order to be a provider and receive public transit funding)					
Develop brokerage procedures and sign contracts with providers					
Implement a Voucher Program					
Coordinate driver and passenger assistance training					
Establish standard vehicle maintenance and safety standards program					
Create a volunteer program					